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ΦΟΡΕΑΣ ΔΙΑΣΦΑΛΙΣΗΣ ΚΑΙ ΠΙΣΤΟΠΟΙΗΣΗΣ ΤΗΣ ΠΟΙΟΤΗΤΑΣ ΤΗΣ ΑΝΩΤΕΡΗΣ ΕΚΠΑΙΔΕΥΣΗΣ
THE CYPRUS AGENCY OF QUALITY ASSURANCE AND ACCREDITATION IN HIGHER EDUCATION

Doc. 300.1.2

Date: 5/7/2019

Higher Education Institution's response

- **Higher education institution:**

  European University Cyprus

- **Town:** Nicosia

- **Programme of study (Name, ECTS, duration, cycle)**

  In Greek: «Διοίκηση Φιλοξενίας και Τουρισμού (Πτυχίο), 240 ECTS, 4 years»

  In English: «Hospitality and Tourism Management (BA), 240 ECTS, 4 years»

- **Language of instruction:** English

- **Programme's status**
  New programme: No
  Currently operating: Yes

ΚΥΠΡΙΑΚΗ ΔΗΜΟΚΡΑΤΙΑ
REPUBLIC OF CYPRUS

The present document has been prepared within the framework of the authority and competencies of the Cyprus Agency of Quality Assurance and Accreditation in Higher Education, according to the provisions of the "Quality Assurance and Accreditation of Higher Education and the Establishment and Operation of an Agency on Related Matters Laws of 2015 and 2016" [N. 136 (I)/2015 and N. 47(I)/2016].

A. Guidelines on content and structure of the report

- *The Higher Education Institution (HEI) based on the External Evaluation Committee's (EEC's) evaluation report (Doc.300.1.1) must justify whether actions have been taken in improving the quality of the programme of study in each assessment area.*

   The School of Business Administration of European University Cyprus and in particular the Department of Management and Marketing wishes to express its sincere gratitude to the *External Evaluation Committee (EEC)* for the evaluation of the undergraduate programme in Hospitality and Tourism Management (BA).

   It is with great pleasure that we noted the positive feedback of the *EEC* and we appreciate its insightful recommendations, which provided us the opportunity to further improve the quality and the future implementation of the programme. In the following pages, we respond in detail to all recommendations for improvement suggested by the *EEC* and we provide all relevant information to explain the actions taken to ensure that the proposed Programme is of high quality.

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1. **Study programme and study programme's design and development**
   (*ESG 1.1, 1.2, 1.8, 1.9*)

Comments by the External Evaluation Committee (EEC):

Areas of improvement and recommendations:

- In order to ensure complete transparency, there would be value in including a copy of the quality assurance practices on the university website.
- Relatively few pre-requisites are evident in the programme meaning that many final year modules, for example, could be taken in first or second year. This reduces the ability of staff to develop deeper knowledge within some modules and consideration should be given to addressing this. Students mentioned that this was a problem.
- The fact that it is possible for students to join the programme at the start of both the fall and spring semesters poses potential complications in terms of the modules that are offered. A single entry point would simplify this.
- More on technological trends should be integrated in the curriculum.

Response by EUC:

Regarding the Committee's recommendations and suggested areas for improvements:

- *The Department comprehends the value of including the University's quality assurance practices on the website as suggested by the External Evaluation Committee (EEC). The Quality Assurance Policy has now been posted on the EUC's website and is available at:* https://www.euc.ac.cy/en/university-governance/rectorate-committee

- *The Committee's concerns with regard to the number of pre-requisites is acknowledged. Therefore, changes have been made in the syllabi of the Hospitality and Tourism Management (B.A.) to address this concern so that students follow a cohort programme which has a clear pathway from the first semester (Semester 1) to the final semester (Semester 8) as outlined in Table 1 (see below). Hence, only the first year's courses (i.e. the introductory ones) of the Hospitality and Tourism Management (BA) have no prerequisites (i.e. five courses of the 1st semester and the five courses of the 2nd semester-Year 1), ,as well as the Free Electives courses, one General Education course (i.e. Business Statistics-AEF105), and, three Business Core courses (i.e. Managing and Developing Human Capital-MGT220, Innovation and Entrepreneurship-BUS220, and Corporate and Business Law-AEF320). For the General Education course AEF105 and the Business Core course MGT220, students must have a Junior Standing to enroll, whereas, for the other two Business Core courses BUS220 and AEF320, students need a Senior Standing status to enroll. Now, all the other courses included in the programme of study starting from the 1st semester of the second year until the final semester (i.e. semester 8 - year 4) include prerequisites as depicted below in Table 1 and in APPENDIX 1-Course Syllabi.*

Table 1: BA in HTM - Course Distribution per Semester & Prerequisites per Course

A/A	Course Type	Course Name	Course Code	Prerequisites
Semester 1				
1.	Compulsory	Introduction to Financial Accounting	AEF 110	None
2.	Elective	Free Elective	- - -	None
3.	Compulsory	The Hospitality Business	HTM 100	None
4.	Compulsory	Essentials of Culinary Arts	HTM 105	None
5.	Compulsory	Designing and Managing Bar and Beverage Operations	HTM 110	None
Semester 2				
6.	Compulsory	Fundamentals of Tourism and Global Changes	HTM 115	None
7.	Elective	Free Elective	- - -	None
8.	Compulsory	Language I	- - -	None
9.	Compulsory	Social Media and Marketing Communications	MAR 110	None
10.	Compulsory	Managing Front Office, Technology and Reservation Systems	HTM 120	None
Semester 3				
11.	Compulsory	Language Ⅱ	- - -	Language I
12.	Elective	Free Elective	- - -	None
13.	Compulsory	Event Development and Management	HTM 200	HTM 100, HTM 115
14.	Compulsory	Organizational Behaviour	MGT 150	HTM 100
15.	Compulsory	Facilities Management	HTM 205	HTM 100, HTM 120
Semester 4				
16.	Compulsory	Writing for Business Studies	ENB 220	Satisfactory Placement Test OR ENB102
17.	Compulsory	Service Encounters and Quality	HTM 210	HTM 100, HTM 110
18.	Compulsory	Marketing Principles for Tourism and Hospitality	HTM 215	HTM 100, HTM120

19.	Compulsory	Revenue and Cost Control Management in Hospitality and Tourism	HTM 220	HTM 100, HTM 110
20.	Compulsory	Business Statistics	AEF 105	Junior Standing

Semester 5				
21.	Compulsory	Business Communication in English	ENB 230	ENG 220
22.	Compulsory	Food Service Sanitation, Hygiene and Risk Management	HTM 300	HTM 105, HTM 210
23.	Compulsory	Managing and Developing Human Capital	MGT 220	Junior Standing
24.	Compulsory	Niche Tourism and Innovative Products	HTM 305	HTM 115
25.	Compulsory	Hospitality Luxury Brand Management	HTM 310	HTM 100, HTM 210

Semester 6				
26.	Compulsory	Sustainable and Responsible Tourism	HTM 315	HTM 115
27.	Compulsory	Innovation and Entrepreneurship	BUS 220	Senior Standing
28.	Compulsory	Contemporary Challenges in Hospitality and Tourism Development & Management	HTM 320	MGT 220, HTM 310
29.	Compulsory	The Art of Gastronomy	HTM 325	HTM 105, HTM 300
30.	Compulsory	Managing Casino, Spa and Wellness Services	HTM 330	HTM 210, HTM 305

Semester 7				
31.	Compulsory	Strategic Management and Leadership in Hospitality and Tourism	HTM 400	MGT 220, HTM 220
32.	Compulsory	Managing Cultural Attractions	HTM 405	HTM 115, HTM 315
33.	Compulsory	Corporate and Business Law I	AEF 320	Senior Standing
34.	Compulsory	Research Methods and Data Analysis in Hospitality and Tourism	HTM 410	AEF 105, HTM 220
35.	Compulsory	Placement in Hospitality and Tourism Enterprises	HTM 415	HTM 205, HTM 210

Semester 8				
36.	Compulsory	Internship in Hospitality and Tourism Enterprises	HTM 420	HTM 415
37.	Compulsory	Independent Study in Hospitality and Tourism	HTM 425	HTM 115, HTM 410

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- *The Department acknowledges the issue raised by the EEC as far as the possibility for students to join the programme at the start of both the fall and spring semesters. This was also discussed during the on-site visit of the Committee. As indicated then, the programme of study has two intakes (fall and spring semester), in line with the University's policy and the possibility provided by CYQAA relevant decisions. In addition, the two intakes, assist the programme as follows:*
  (a) As illustrated in Table 1, the first-year courses of the programme have no prerequisites. This facilitates the intake of students at both semesters.
  (b) It offers flexibility of enrollment to both national and international students who wish to register either at the first or at the second intake. Furthermore, two intakes enable the Department to attract undergraduate students from diverse academic backgrounds, e.g. undergraduates from other disciplines that upon completion of their first degree are wishing to pursue a second degree in Hospitality and Tourism Management. Moreover, undergraduate students that completed a first semester in a different programme and want to switch to the degree in Hospitality and Tourism Management can enroll at the spring semester.
  (c) A second intake enables the offering of classes with larger audiences, which enhances class discussions and team-building skills. Specifically, during the first year of their study, the students enroll in courses of Hospitality and Tourism Management and can also can select courses from general education, business core courses and from free elective courses (which are common across the University to all business school students). A larger audience would therefore be highly beneficial for the Hospitality and Tourism Management courses, which has smaller classes, but also for the other business-related courses (which support programs with two entry points), since students from diverse disciplines are called to work together in projects, further enhancing their interpersonal and team-building skills.

- *The Committee's suggestions that more technological trends should be integrated in the curriculum is acknowledged. The Department has therefore revised all business and major core courses of the Programme in a way that the importance of technological trends and new technology advances will be emphasised. In particular, state of the art software systems will be integrated, including reservations systems, social media and digital technology software systems, revenue and cost control software systems, and statistical quantitative and qualitative data analysis software systems. In fact, in view of the rapidly changing technological field, the Programme Committee has always scanned the environment for recent developments and these have now been incorporated in the syllabi of the following courses (see Appendix 1-Course Syllabi):*

  HTM105, HTM110, AEF105, HTM120, MAR110, HTM220, HTM205, BUS220, HTM305, HTM320, HTM325, HTM330, and HTM410.

  Furthermore, in addition to the enhancement of the curriculum with new technological aspects, it is noted that the students' learning is supported via two online, highly interactive platforms/systems, i.e. Moodle and Digital Enhanced Learning.

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2. Teaching, learning and student assessment (*ESG 1.3*)

Areas of improvement and recommendations:

- Consideration should be given to moving away from the traditional didactic approach to teaching towards a more interactive teaching style.
- Consideration should also be given to moving away from 3 hour teaching blocks (even with a break in the middle). Long teaching slots do little to enhance the learning experience.
- The marks given on assessment tasks need to be reviewed as based on the assignments that were seen, the marks appeared to be too high. The feedback comments provided were appropriate but the grades appeared high.
- More variety in assessment techniques would be of benefit. The exams viewed all used a multiple-choice format, which is only appropriate for testing some dimensions of knowledge. The topics on the assignments that were viewed seemed quite descriptive.
- Based on the assignments viewed, more training for students on report writing would be appropriate.
- There appears to be a heavy reliance on exams throughout the programme. There is increasing concern globally that exams are not the best way to assess student knowledge but it is recognized that the use of exams in all modules may reflect rules and cultural issues in Cyprus.

Response by EUC:

Regarding the Committee's recommendations and suggested areas for improvements:

- *The Committee recommended that consideration should be given to moving away from the traditional didactic approach to teaching towards a more interactive teaching style. The Committee's recommendation is acknowledged and it is stressed here that this is in alignment with the vision of the University across programs of studies. It is therefore indicated here that the academic staff involved in the teaching of the courses comprising the programme of study is trained on the basis of the EUC Ongoing Professional Development Programme on skills as to how to implement interactive teaching methods and activities which enhance creativity, problem-solving and critical thinking. For example, such activities include: a) Brainstorming activities, b) Individual student activities (e.g. exit slips, misconception checks), c) Student pair activities (e.g. Think, pair and share, forced debate), d) Student group activities (e.g. Board rotation, movie application), and e) Interactive game activities (e.g. Crossword puzzle, Scrabble). More specifically, the EUC Ongoing Professional Development is addressed at both full-time and part-time academic staff and is offered throughout the year.*

  The content and topics for the programme are decided based on:
  a) *The feedback and written evaluation of the EUC Professional Development Program for its newly hired Faculty (e.g. Testing, grading and evaluating in higher education, Project based learning, Assessment in small and large classes), and,*
  b) *Requests of contemporary issues and initiatives of the Schools and academic Departments (e.g. Playful Simulations in Higher Education Workshop, from lecturing to engaging: examples of turning challenges into opportunities).*

Upon completion of the program, participants are granted a certificate of attendance and participation issued by the Office of the Vice-Rector of Academic Affairs. Consideration is made for the external accreditation of the program as a Graduate Certificate in Tertiary Education.

- *The Committee suggested that consideration should also be given to moving away from 3-hour teaching blocks (even with a break in the middle), since long teaching slots do little to enhance the learning experience. The Department understands the issues raised by the EEC. It is noted that the University's policy is towards 3-hour teaching blocks, a policy which is based on the fact that 3-hour teaching blocks are the common cultural practice for the majority of the Universities in Cyprus, and it is based on survey results of students' preferences. This practice is also adopted by various higher education institutions across the world. Moreover, it is noted that as indicated in the University's relevant policy, for every 50 minutes of instruction a ten (10) minutes break is foreseen.*

- *The Committee suggested that the marks given on assessment tasks need to be reviewed as based on the assignments that were seen, the marks appeared to be too high. The feedback comments provided were appropriate but the grades appeared high.*
  To address this point, stricter and consistent criteria (that will be implemented by all academic staff involved in the programme of study) on the assignment marks will be developed. It is noted here also that the University's policy on Passing Grade is 60 out of 100 (or 60/100), thus, one of the two main reasons that the marks on the assignments appeared to be too high. The second main reason that the marks on the assignments appeared to be too high may reflect the continuous written and oral feedback provided to students by their instructors during the semester.

- *The Committee suggested that more variety in assessment techniques would be of benefit. The exams viewed all used a multiple-choice format, which is only appropriate for testing some dimensions of knowledge. The topics on the assignments that were viewed seemed quite descriptive. Based on the assignments viewed, more training for students on report writing would be appropriate.*
  To address this point, in the exams of all courses the use of multiple-choice format of questions will be supplemented by essay type questions as well as short questions-answers in order to diversify the assessment methods. In line with the need to enhance the interactive learning methods, student assessment will also become more interactive. In particular, student assignments will be redesigned to focus on exploratory/explanatory approach rather than simple descriptive assignments and will also include presentations and discussion. Moreover, attention will be paid to the development of students' critical thinking, report writing and research skills. Finally, in reflecting on the Committee's suggestion, three members of the academic staff (Dr. Christakis Sorouklis, Dr. Nikolaos Boukas, and Dr. Stelios Marneros) voluntarily participated at a ten-hour workshop on 'Assessment in Higher Education' organised by the Office of the Vice-Rector on 20.6.2019 and 25.6.2019 under the scheme of the On-going Professional Development of the Faculty. The course provided participants the opportunity to delve into different issues related to student assessment in higher education and was structured around four sections. In the first section, issues related to building successful assessment tools were discussed, especially with respect to midterms and end-of-semester examinations. In the second section, issues surrounding the

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development of scoring rubrics, which are key to grading students' answers/work to open-ended questions were explored. The third section pertained to formative assessment and to feedback providing, while the fourth section focused on issues related to different grading schemes, different grading policies, and assignment weighting. The key topics and ideas presented during the workshop included:

- *Critical questions in student assessment.*
- *The importance of goal setting in assessment in general, and assessment in higher education, in particular.*
- *Characteristics of appropriate goals/goal setting.*
- *Bloom's taxonomy as a heuristic for setting appropriate goals that cover different cognitive levels.*
- *The specification table as a tool for guiding the design of a test.*
- *Different types of questions that can be included in a test (as well as their affordances and limitations).*
- *The advantages of using scoring rubrics when grading open-ended questions.*
- *Different types of scoring rubrics (analytic and holistic).*
- *Criteria of good scoring rubrics.*
- *General guidelines for test construction.*
- *The importance of feedback providing.*
- *Characteristics of effective feedback.*
- *Feedback as a feed-forward activity.*
- *Characteristics of a productive grading plan.*
- *Different grading schemes, their affordances and limitations.*
- *Grading policies (e.g. missed tests, late papers, over-length work, attendance and participation).*
- *Handling the complexities arising from group assignments.*
- *Assignment weighting.*

- *The Committee stressed out that there appears to be a heavy reliance on exams throughout the programme. There is increasing concern globally that exams are not the best way to assess student knowledge but it is recognized that the use of exams in all modules may reflect rules and cultural issues in Cyprus.*

  To respond to this point, regulation and cultural issues in Cyprus emphasising the heavy reliance on exams for assessing students starting from primary education until the university level of education need to be acknowledged.

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3. Teaching Staff (*ESG 1.5*)

Areas of improvement and recommendations:

- Consideration should be given to the introduction of a Graduate Certificate in Tertiary Teaching for all staff teaching into the programme.
- Given the fact that the teaching environment is changing so quickly and new technology is being continuously introduced, more regular updates on such advances should be given to all staff.
- It would be useful to introduce visiting academics from other institutions into the teaching programmes.
- Some staff would likely benefit from the opportunity to spend longer periods at other institutions to enhance their teaching and research skills.

Response by EUC:

Regarding the Committee's recommendations and suggested areas for improvements:

- *The Committee recommendation that consideration should be given to the introduction of a Graduate Certificate in Tertiary Teaching for all staff teaching into the programme, is acknowledged. As discussed, during the on-site meeting with the Committee, University –internal training for gaining a Certificate of teaching skills in Tertiary Teaching is compulsory for all Staff Members, whereas all teaching staff has ample opportunities to voluntarily participate in other professional development activities as pointed out above. In addition, as noted, upon completion of the program, participants are granted a certificate of attendance and participation issued by the Office of the Vice-Rector of Academic Affairs. It is also pointed out that consideration is currently made for the external accreditation of the program as a Graduate Certificate in Tertiary Education.*

- *Furthermore, some members of the academic staff of the programme (i.e. Dr. Christakis Sourouklis and Dr. Nikolaos Boukas) have obtained relevant certificates from the UK Higher Education Academy (Associate in Learning and Teaching in Higher Education). Members of the academic staff (i.e. Dr. Christakis Sourouklis, Dr. Nikolaos Boukas, and Dr. Stelios Marneros) involved in teaching of the major core courses of the proposed programme of study have also passed national examinations on Tertiary Teaching/Adult Learning and they are accredited trainers for Hospitality and Tourism Management Professionals by the Human Resource Development Authority (HRDA) of Cyprus.*

- *With regards to the Committee's comment "Given the fact that the teaching environment is changing so quickly and new technology is being continuously introduced, more regular updates on such advances should be given to all staff", please note that academic staff is systematically trained under the EUC's Professional Development Programme on Innovative Strategic Interventions (please see the response provided above in the last paragraph of section 1). This pertains to the professional development for both full-time and part-time academic staff on issues*

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related to the introduction of EUC/School/Department-wide innovations or on EUC/School/Department wide projects, e.g.:

    (a) Programmatic, Departmental and Institutional Accreditation (2018-2021),

    (b) Moodle, a tool used to support and enhance the learning experience for the conventional courses of the University. Through the Moodle learning environment, access to important course information/data/sources is increased and additional learning support where materials and tools are available.

    (c) Digital Enhanced Learning (DEL; 2018-2022). The DEL approach focuses on the integration of new technologies in Tertiary Education teaching of courses. The DEL approach utilises Blackboard which enables faculty members to enhance their face-to-face teaching and their students' learning by providing an online environment to distribute materials and encourage collaboration and interaction, both within and outside the classroom.

- *We agree with the Committee's recommendation that it would be useful to introduce visiting academics from other institutions into the teaching programme. As discussed during the on-site visit of the Committee, visiting academics from other local institutions and practitioners deliver lectures to the students in the programme of study. Thus, an action plan will be implemented to invite on a systematic basis, international visiting academics from well-known educational institutions and practitioners from well-known Hospitality and Tourism corporations and other professional bodies across Europe. This will contribute to the delivery of lectures and sharing of academic expertise and professional experiences with the students in the programme of study.*

- *We acknowledge the Committee's suggestion that some staff would likely benefit from the opportunity to spend longer periods at other institutions to enhance their teaching and research skills. To respond to the above suggestion, some members of the academic staff involved in the major courses of the programme of study spend time in other local educational and professional institutions, in order to deliver training as well as sharing and obtaining experiences from professionals in the field. The Department encourages Erasmus mobility of students and staff, and the School has a designated Erasmus Coordinator to this end.*

4. Students (*ESG 1.4, 1.6, 1.7*)

Areas of improvement and recommendations:

- Despite the availability of clubs and services, it appeared from interviews with students and the representative from the career office that relatively few students take up these opportunities. This needs to be reviewed to determine whether the offering is appropriate or whether other incentives are needed to enhance student utilisation of these services.
- Some students indicated that it would be appropriate to have more pre-requisites for modules in place. At the moment, for example, it is possible to undertake third year modules in first year.

Response by EUC:

Regarding the Committee's recommendations and suggested areas for improvements:

- *The Committee suggested that despite the availability of clubs and services, it appeared from interviews with students and the representative from the career office that relatively few students take up these opportunities. This needs to be reviewed to determine whether the offering is appropriate or whether other incentives are needed to enhance student utilisation of these services.*
  The specific services are administered by the Office of Student Affairs (OSA) of the University. As discussed during the on-site visit of the Committee, there is an established Hospitality Club. A president and a vice-president for this club (i.e. senior standing students), and an active Facebook for this club, are in place. The club in close collaboration with the programme, organises various educational field trip activities such as visits in top-rated Hotels, Food and Beverage establishments, wineries, agro-tourism areas in Cyprus, cultural events, blood donations, and Job Forums twice per year within the University. This will be further supported by an internal survey to be carried out by OSA in order to collect feedback regarding the type of activities that students would like to participate. It will also be further supported and a closer collaboration between administration, teaching staff, and students will be encouraged.
- *The Committee stressed out that i.e. some students indicated that it would be appropriate to have more pre-requisites for modules in place. At the moment, for example, it is possible to undertake third year modules in first year.*
  This point has been addressed earlier in the second paragraph of section 1; i.e. the BA in HTM has now a structure that obliges students to follow strictly the programme's pathway from the first semester to the final semester. Only the first year's courses (i.e. the introductory ones), the Free Electives courses, one General Education course, and, three Business Core courses, have no prerequisites. All the other courses included in the proposed programme of study starting from the 1st semester of the second year until the final semester include prerequisites.

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5. **Resources** (*ESG 1.6*)

Areas of improvement and recommendations:

- Despite the good online access to databases, there is a need to have a larger supply of the latest text books in the library.

Response by EUC:

Regarding the Committee's recommendations and suggested areas for improvements:

- *The Committee's aforementioned recommendation that despite the good online access to databases, there is a need to have a larger supply of the latest textbooks in the library is noted.*
To respond to the Committee's aforementioned recommendation, all of the latest textbooks have been ordered. The latest textbooks have been added to the syllabi of each one of the following courses i.e. HTM105, HTM110, HTM120, HTM200, HTM205, HTM210, HTM215, HTM220, HTM300, HTM310, HTM315, HTM325, HTM330, HTM400, HTM405 and MGT 150 (see Appendix 1-Course Syllabi).

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B. Conclusions and final remarks

To conclude, in the previous sections (i.e. Sections 1 to 5) we provided our responses to the External Evaluation Committee's suggested areas of improvement and recommendations and this included:

1) **Study programme and study programme's design and development** (*ESG 1.1, 1.2, 1.8, 1.9*),
2) **Teaching, learning and student assessment** (*ESG 1.3*),
3) **Teaching Staff** (*ESG 1.5*),
4) **Students** (*ESG 1.4, 1.6, 1.7*), and,
5) **Resources** (*ESG 1.6*).

We would like to thank the Committee for its constructive comments, and for its insightful recommendations, which provided us the opportunity to further improve the quality and the future implementation of the programme. In Section A of this Report, we provided detail responses to all recommendations for improvement suggested by the EEC, as well as all relevant information to explain the actions taken to ensure that the proposed Programme is of the expected quality.

6) **Higher Education Institution academic representatives**

Name	*Position*	*Signature*
George Boustras	Dean of the Business School	
Myria Ioannou	Chair, Department of Management & Marketing	
Christakis Sourouklis	Programme Coordinator	

Date: 05/07/2019

APPENDIX 1

COURSE SYLLABI

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THE CYPRUS AGENCY OF QUALITY ASSURANCE AND ACCREDITATION IN HIGHER EDUCATION

Course Title	Introduction to Financial Accounting				
Course Code	AEF110				
Course Type	Compulsory				
Level	Bachelor (1st Cycle)				
Year / Semester	1st Year /1st Semester				
Teacher's Name	Alexis Kythreotis				
ECTS	6	Lectures / week	3 Hours / 14 weeks	Laboratories / week	None
Course Purpose and Objectives	This course introduces the field of accounting and the use of accounting information as a basis for business decisions. It provides to students a better understanding of the environment in which accounting information is developed and used. This course concentrates on a user-oriented approach thus enabling students to become life-long information users.				
Learning Outcomes	Upon successful completion of this course students should be able to: Explain the purpose of accounting, the financial reporting process and the accounting principles underlying the preparation of these reports; comprehend the use of financial statements by outsiders and the types of business organizations. Apply double-entry bookkeeping principles including maintenance of accounting records and source of information. Explain the main types of ledger accounts and books of prime entry, and analyze their nature and function and illustrate how to balance and close a ledger account. Explain accounting for transactions in the books of merchandizing companies. Account for petty cash and calculate the inventory cost using various valuation methods. Explain the use of the trial balance, the income statement and the statement of financial position. Prepare a trial balance, an income statement, a statement of financial position and balance off the accounts prior to the preparation of the financial statements. Explain the accounting transactions in relation to capital and revenue expenditures, the various depreciation methods, the revaluation of non-current assets and their disposal.				

	Explain the need for the bank reconciliation and be able to prepare one. Explain what control accounts are and their operation. Explain what irrecoverable debts and allowances are for accounts receivable and be able to apply the accounting procedures for the above.		
Prerequisites	None	Co-requisites	None
Course Content	Themes to be dicussed: 1. Introduction to Accounting: Understand the purpose of financial reporting; the types of business entities; the nature, principles and scope of financial reporting, the needs of the users and stakeholders; the main elements of financial reports 2. Sources, records and books of prime entry: Understand the role of source documents; the need for books of prime entry; the sales and purchases day books; the cash books and the petty cash 3. Ledger accounts and double entry: Understand the need for ledger accounts; the nominal ledger; the accounting equation; the double entry bookkeeping; the journal; the day book analysis; the imp rest system; the receivables and payables ledger 4. Financial statements: Prepare a trial balance; an income statement; a statement of financial position for a sole trader; balance the ledger accounts prior to the preparation of financial statements 5. Sales tax: Understand the nature of sales tax; perform accounting for sales tax 6. Inventory: Calculate cost of sales; perform the accounting for opening and closing inventories; count inventory at year end; perform inventory valuation in accordance with IAS2 7. Tangible non-current assets: Differentiate between capital and revenue expenditure; perform accounting for depreciation; apply the different depreciation methods;

	revaluation of non-current assets; disposal of non-current assets; apply the IAS16
	8. Bank reconciliations:
	Understand the difference between the bank statement and the cash book; explain the need for a bank reconciliation; perform bank reconciliation
	9. Control accounts:
	Explain the need for control accounts, their purpose and operation
	10. Irrecoverable debts and allowances:
	Explain the concepts underlying the irrecoverable debts and allowances; the risk involved in credit transactions; perform accounting procedures in respect to irrecoverable debts and allowances
	11. Preparation of financial statements for sole trader
	Prepare a statement of financial position and an income statement of comprehensive income for sole traders
	12. Incomplete Records
	Understand and apply techniques in incomplete record situation
Teaching Methodology	Face-to-Face
Bibliography	Meigts, Williams, Haka and Bettner: Financial and Managerial Accounting; the Basis for Business Decisions, Latest Edition, McGraw Hill.
	BPP Notes for F3 –ACCA.
	Benedict, A. and Elliott, B.: Financial Accounting: An Introduction, Latest Edition, FT Prentice Hall.
	Britton, A. and Waterston, C.: Financial Accounting, Latest Edition, FT Prentice Hall.
	Alexander, D. and Nobes, C.: FINANCIAL ACCOUNTING, An International Introduction, Latest Edition, FT Prentice Hall.
	Relevant teaching material from the following organizations:
	ACCA - http://www.accaglobal.com/students
	BPP - http://www.bpp.com/acca/papers/f3/
	Kaplan - http://financial.kaplan.co.uk/TrainingandQuals/Accountancy/ ACCA/Pages/default.aspx

Assessment	Examinations	80%	
	Assignments/Quizzes	10%	
	Class Participation	10%	
	Total	100%	
Language	English		

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THE CYPRUS AGENCY OF QUALITY ASSURANCE AND ACCREDITATION IN HIGHER EDUCATION

Course Title	The Hospitality Business				
Course Code	HTM100				
Course Type	Compulsory				
Level	Bachelor (1st Cycle)				
Year / Semester	1st Year /1st semester				
Instructor's Name	Nikolaos Boukas				
ECTS	6	Lectures / week	3 Hours/ 14 weeks	Laboratories / week	None
Course Purpose and Objectives	To introduce students to the fundamental themes of the hospitality business and its management. Objectives: to provide students with an overview of the hospitality industry to familiarize students with the organization of hospitality establishments and their operations to supply knowledge about the interrelationships among various divisions and departments of restaurants and hotels to introduce the various trends and challenges in the hospitality business				
Learning Outcomes	Upon successful completion of this course students should be able to: Assess the importance of management principles on the hospitality industry. Identify the composition, nature and operating elements of the various areas of the hospitality industry: accommodation, food and beverage, and tourism enterprises. Examine and elaborate the characteristics of the hospitality industry and how they are utilized from a managerial perspective Evaluate and analyze the various functions of management in the hospitality industry and how the role and the principal responsibilities of hospitality managers are formed. Demonstrate creative problem solving by expressing practical experience of work in the hospitality industry. Develop a writing material and develop new management and behavioral skills through it.				

Prerequisites	None	Co-requisites	None
Course Content	Introduction to the hospitality industry The tourism phenomenon: basic concepts - Destinations as tourist attractors Restaurant: issues and operations Organizing restaurant businesses – Competition in food service Issues facing food service- On-site food service The lodging and hotel industry Planning in hospitality management Organizing in hospitality management Human resources in hospitality management Control in hospitality management Leadership in hospitality industry Hospitality as a service industry		
Teaching Methodology	Face-to-Face		
Bibliography	Powers T. and Barrows C.W.: Introduction to Management in the Hospitality Industry, Latest Edition, New Jersey: John Willey & Sons. Walker J.R.: Introduction to Hospitality Management, Latest Edition, Pearson Education Inc. Cook, R.A., Hsu, C.H., and Marqua, J.J.: Tourism: the business of hospitality and travel, Latest Edition, Boston, MA: Pearson. Crotts, J.C., Buhalis, D.and March, R.: Global Alliances in Tourism and Hospitality Management, Latest Edition, The Haworth Hospitality Press. Rutherford, D.G.: Hotel Management and Operations, Latest Edition, John Willey & Sons. Iverson, K.M.: Introduction to Hospitality Management, Latest Edition.		

	Rutherford, D.G.: Hotel Management and Operations, Latest Edition, Willey.		
Assessment	Examinations	70%	
	Assignments	20%	
	Class Participation / Attendance	10%	
	Total	100%	
Language	English		

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Course Title	Essentials of Culinary Arts				
Course Code	HTM105				
Course Type	Compulsory				
Level	Bachelor (1st Cycle)				
Year / Semester	1st Year /1st semester				
Instructor's Name	Panikos Kanakis				
ECTS	6	Lectures / week	3 Hours/ 8 weeks	Laboratories / week	3 Hours/ 6 weeks
Course Purpose and Objectives	The main objective of the course is to familiarize students through all the methods of work used in various departments of a Hotel or Restaurant Kitchen. In addition, the course aims to make the student understand the importance of cooperation between departments in the kitchen as well as the importance of taking up initiative and being a responsible employee. The components which make up this course will give the students basic kitchen knowledge that is necessary to every hotel manager.				
Learning Outcomes	Upon successful completion of this course students should be able to: • Demonstrate the importance of the food service industry. • Identify the correct use of the standard cooking equipment, knives, hand tools and small equipment with safety and demonstrate the cooking methods and ways to present food, judge and adjust flavours. • Describe the importance of planning and organizing food production and explain the use of the knife to produce basic cuts and shapes. • Describe the importance and procedure of the white, brown, fish and vegetable stocks and the use of bouget garni, sachet, mirepoix. • Describe the classification and procedure on making clear, thick, specialty and national soups like: consomme, clear vegetable, cream, puree, bisques and chowders. • Examine and practice the general rules for cooking vegetables and the factors that influence the texture, flavour, colour and nutritional changes for vegetable dishes and salads. • Analyze the structure of meat, game, chicken, fish and shellfish and the grading of meat the freshness of fish, handling and storage. • Demonstrate the different cooking methods on cooking potatoes and the characteristics, types and shapes of rice and pasta.				
Prerequisites	None		Co-requisites	None	

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Course Content	• The Food Service Industry • Sanitation and Safety in the Kitchen • Identification of Tools and Equipment • Culinary Terms • Basic Cooking Principles • The Use of Standard Recipe on a Menu • Mice en Place • Preparation of Stocks, Sauces and Soups • Cooking Meats, Game and Poultry • Cooking Fish and Shellfish • Cooking Vegetables, Potatoes and Starches • Preparation and Service of Hors' oevres • Salads and Dressings • Food Presentation and Service • Basic Bake Shop and Pastries
Teaching Methodology	Face-to-Face
Bibliography	Gisslen, W.: PROFESSIONAL COOKING, Latest Edition, New York: Wiley. Gleason, J.: Introduction to Culinary Arts, Latest Edition, Kindle Edition. Labensky, S.R. and Martel, P.A.: On Cooking: A Textbook for Culinary Fundamentals, Latest Global Edition, Kindle Edition. Gibson, M.: Food Science and the Culinary Arts, Latest Edition, Kindle Edition.
Assessment	Examinations — 60% Lab Performance/Assessment — 20% Assignments — 10% Class Participation/Attendance — 10% Total — 100%
Language	English

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Course Title	Designing and Managing Bar and Beverage Operations
Course Code	HTM110
Course Type	Compulsory
Level	Bachelor (1st Cycle)
Year / Semester	1st Year /1st semester
Instructor's Name	Stelios Marneros

ECTS	6	Lectures / week	3 Hours/ 14 weeks	Laboratories / week	None

Course Purpose and Objectives	The purpose of this course is to explain how to manage the beverage option of a restaurant, bar, hotel, country club - any place that serves beverages to customers. It provides students with the history of the beverage industry and appreciation of wine, beer, and spirits; information on equipping, staffing, managing, and marketing a bar. New trends in spirits, wine, and beer are also covered. Objectives: • To explain the history of alcoholic beverages. Current state of the industry, and today's beverage service • To provide knowledge on planning and executing responsible alcohol service, the physiology of alcohol, alcohol in health and nutrition, legal considerations • To present spirits, wines and beers: Major types of distilled spirits and how they are made; white goods, brown goods, liqueurs and cordials • To explain the benefits of creating and maintaining your bar business • To determine the clientele for the bar. Atmosphere, décor and layout, using professional assistance to design the space
Learning Outcomes	Upon successful completion of this course students should be able to: • Discuss and define terms and concepts relating to beverage operations. • Identify local, state and federal laws pertaining to the purchase and responsible service of alcoholic beverages including various Dram Shop Acts and liquor law liability. • Analyze the basic production process for distillation spirits, liquors, beer, and brandies. • Evaluate the relationship of beverages to food and the role of sustainable food pairings. • Demonstrate the presentation and service of alcoholic and non-alcoholic beverages. • Identify equipment and glassware used for beverage preparation and service.

Prerequisites	None	Co-requisites	None
Course Content	- The beverage industry: Yesterday and Today - Managing Responsible Service - Beverage Spirits - Non-alcoholic beverages - Mixology - Developing a Bar and Beverage Business - Designing Bar Menus - Maintaining a Bar and Beverage Business - Wine Appreciation - Wine Sales and Service - Bar Business - Bar Equipment and Bar Set-up - Beer - Cellar Management		
Teaching Methodology	Face-to-Face		
Bibliography	Katsigris, C., and Thomas, C.: The Bar and Beverage Book, Latest Edition, Wiley. Katsigris, C., and Thomas, C.: The Bar and Beverage Book, Latest Edition, Kindle Edition – eTextbook, Wiley. Davis, B.: Food and Beverage Management, Latest Edition, Routledge. Kasavana, M.L.: Managing Technology in the Hospitality Industry, Latest Edition, AHLEI. Cichy, R.F.: Managing Beverage Operations. Latest Edition, AHLEI. Costas Katsigris: Design and Equipment for Restaurants and Foodservice: A Management View, Latest Edition, Wiley.		
Assessment	Examinations	60%	
	Lab Performance/Assessment	20%	
	Assignments	10%	
	Class Participation / Attendance	10%	
	Total	100%	
Language	English		

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Course Title	Fundamentals of Tourism and Global Changes
Course Code	HTM115
Course Type	Compulsory
Level	Bachelor (1st Cycle)
Year / Semester	1st Year/2nd Semester
Instructor's Name	Nikolaos Boukas

ECTS	6	Lectures / week	3 Hours/ 14 weeks	Laboratories / week	None

Course Purpose and Objectives	To introduce students to the fundamental themes of tourism in changing global environment. Objectives: to provide an organizational framework with which to locate the various components of the international tourism industry to supply knowledge concerning the elements that compose the global tourist experience to provide the various concepts associated with tourism from an economic, social, environmental, and political perspective to familiarize students with the concepts of the tourism demand and supply
Learning Outcomes	Upon successful completion of this course students should be able to: Demonstrate the main concepts and practices of tourism in an international changing environment. Assess and criticize the organization of a tourist trip and the significance of tourism for destinations at an international level. Examine and elaborate the components of tourism and how the global tourism phenomenon is planned from a managerial perspective. Evaluate and analyze how tourist demand is formed, how tourists behave while traveling and how supply is shaped. Argue about and analyze the impacts of tourism in economy, society, culture, and environment, and its interaction with the other economic sectors. Manage working a writing and develop new management and behavioral skills through it.

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Prerequisites	None	Co-requisites	None
Course Content	Tourism overview and global forces Organization of tourism and passenger transportation Hospitality and related services - Distribution in tourism Types of activities and motivation for pleasure travel Cultural and international tourism - Sociology of tourism Tourism components and supply - Demand for tourism Tourism economic impact and tourism policy Tourism planning - Tourism sustainability Travel and tourism research Tourism marketing - The future of tourism		
Teaching Methodology	Face-to-Face		
Bibliography	Goeldner, C. R. and Ritchie B. J. R.: Tourism, Principles, Practices, Philosophies, Latest Edition, New Jersey: John Willey & Sons. Theobald F.T.: Global Tourism, Latest Edition, Oxford: Routledge. Fletcher, J., Fyall, A., Gilbert, D., and Wanhill, S.: Tourism Principles and Practices, Latest Edition, Pearson. Godfrey, K. and Clarke, J.: Tourism Development Handbook: A Practical Approach to Planning and Marketing, Latest Edition, Cengage Learning Business Press. Cooper, C. et al.: Tourism Principles and Practices, Latest Edition, Pitman. Mill, R.C. and Morrison, A.: The tourism system: An Introductory Text, Latest Edition, Prentice Hall.		
Assessment	Examinations	70%	
	Assignments	20%	
	Class Participation / Attendance	10%	
	Total	100%	
Language	English		

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Course Title	Social Media & Marketing Communications				
Course Code	MAR110				
Course Type	Compulsory				
Level	Bachelor (1st Cycle)				
Year / Semester	1st Year/2nd Semester				
Instructor's Name	Lycourgos Hadjiphanis				
ECTS	6	Lectures / week	3 Hours/ 14 weeks	Laboratories / week	None
Course Purpose and Objectives	To provide an understanding of the principles of social media marketing, its strategic uses, its impact, and how it differs from traditional IMC. In addition to introducing the theories and tools of social media the course is also practical, providing students with hands-on experience with social media. The course concludes with a discussion on the role of social media in marketing communications.				
Learning Outcomes	Upon successful completion of this course students should be able to: Discuss the IMC tools. Discuss the four zones of social media. Discuss how social media is different from traditional media. Describe the fundamental social media tools. Explain the impact of social media on marketing performance. Explain how and why social media can potentially enhance customer relationships. Discuss the ethical considerations in social media marketing.				
Prerequisites	None		Co-requisites	None	

Course Content	Foundations of Social Media Marketing
	How social media marketing differs from traditional IMC tools
	How social media marketing is integrated in marketing communications
	The Horizontal Revolution
	Strategic Planning with Social Media
	Social Consumers
	Digital communities
	Zones of Social Media 1: Social Communities
	Zones of Social Media 2: Social Publishing
	Zones of Social Media 3: Social Entertainment
	Social Media for Consumer Insight
	KPI tools such as Facebook Dashboard
	Research in social media
Teaching Methodology	Face-to-Face
Bibliography	Tuten, T.L. and Solomon, M.R.: Social Media Marketing, Latest Edition, Prentice Hall.
	Kerpen, D.: Likeable Social Media: How to Delight Your Customers, Create an Irresistible Brand, and Be Generally Amazing on Facebook (and Other Social Networks), Latest Edition, McGraw Hill.
	Scott, D.: The New Rules of Marketing & PR: How to Use Social Media, Online Video, Mobile Applications, Blogs, News Releases, and Viral Marketing to Reach Buyers Directly, Latest Edition, John Wiley and Sons Inc., New Jersey.
	Safko, L and Brake, D.: The Social Media Bible: Tactics, Tools, and Strategies for Business Success, Latest Edition.
	Winberg, T.: The New Community Rules: Marketing on the Social Web, Latest Edition.
	Kabani, S. and Brogan, C.: The Zen of Social Media Marketing: An Easier Way to Build Credibility, Generate Buzz, and Increase Revenue, Latest Edition.
	Macarthy, A.: 500 Social Media Marketing Tips: Essential Advice, Hints and Strategy for Business: Facebook, Twitter, Pinterest, Google+, YouTube, Instagram, LinkedIn, and Morel.

Assessment	Examinations	70%	
	Assignments	20%	
	Attendance/Class Participation	10%	
	Total	100%	
Language	English		

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Course Title	Managing Front Office, Technology and Reservation Systems
Course Code	HTM120
Course Type	Compulsory
Level	Bachelor (1st Cycle)
Year / Semester	1st Year/2nd Semester
Instructor's Name	Pantelis Hadjiyerou

ECTS	6	Lectures / week	3 Hours/ 14 weeks	Laboratories / week	None

Course Purpose and Objectives	The main purpose of this course is to provide a comprehensive overview of a hotel's front office and the role it plays in creating memorable guest experiences. Students will learn how the front office interacts with other departments, strategies front desk personnel can use to help keep the hotel profitable, and how e-commerce and social networking affect front office operations. Objectives: • To underline the importance of the impact of technology on hotel operations, including information on social media platforms, mobile services, and mobile device connectivity issues guests may experience in hotels and mobile payments • To clarify and analyze the safety and security issues of current concern within the hospitality industry • To supply knowledge on the most recent Uniform System of Accounts for the Lodging Industry • To provide knowledge on key cards and keyless entry technology and its impact on hospitality industry
Learning Outcomes	Upon successful completion of this course students should be able to: • Assess the importance of room division within a hotel organization and demonstrate the various jobs and their routine schedules. • Evaluate the importance of inter-departmental communications that need to occur to provide hospitality to the guest and explain the dissemination of information to guests and other members of the hotel staff. • Identify the importance of understanding the physical structure and positioning of the front desk and identify the key factors necessary to select a property management system (PMS). • Determine the various aspects towards hotel reservations and explain the many opportunities guests have to make reservations using technology such as a hotel's primary efforts (via marketing and sales and use of their own brand reservation

	system), their toll-free number, global distribution systems (GDS), travel agents, and third party sources such as wholesalers.

Prerequisites	HTM100	Co-requisites	None

Course Content	- Front Office Operations - Hospitality Technology Systems - Front office reservations systems - Front office, Communication, Guest Service - Engineering and Guest Cycle - Reservations & Marketing Aspects - Guest Registration - Check in, Front Office Communication - Guest Accounting, Settlement - Guest Check Out, Departure, - Preparation and Review of the Night Audit - Security Department & Legal Aspects - Hotel Organization and the Front Office Manager
Teaching Methodology	Face-to-Face
Bibliography	Kasavana, L.: Managing Front Office Operations, Latest Edition. Kasavana, L.: Managing Technology in the Hospitality Industry, Latest Edition. Kasavana, L.,Managing Front Office Operations - Digital, Latest Edition, e-book Ninemeier, J.D.: Supervision in the Hospitality Industry - Digital, Latest Edition e-Textbook. Forgacs,G.: Revenue Management Maximizing Revenue in Hospitality Operations, Latest Edition, AHLEI.

Assessment		
	Examinations	70%
	Assignments	20%
	Class Participation/ Attendance	10%
	Total	100%

Language	English

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Course Title	Event Development and Management				
Course Code	HTM200				
Course Type	Compulsory				
Level	Bachelor (1st Cycle)				
Year / Semester	2nd Year/1st Semester				
Instructor's Name	Nikolaos Boukas				
ECTS	6	Lectures / week	3 Hours/ 14 weeks	Laboratories / week	None
Course Purpose and Objectives	To introduce students to the basic concepts of event studies and event development and management. Objectives: • To provide knowledge regarding the formulation of strategies for developing and events • To familiarize students with the organization of events and their operations • To introduce students to events and to clarify the significance of events for tourism • To supply knowledge regarding the planning, organizing and evaluation of events • To underline the importance of marketing tools and the integrated marketing communications for the successful communication and organization of events.				
Learning Outcomes	Upon successful completion of this course students should be able to: • Describe the principles of event management and analyze the opportunities and challenges in managing events. • Assess the importance of event tourism strategies for destinations. • Evaluate and analyze the planning, development, management and implementation of various types of events (i.e., festivals, entertainment events, corporate events, cultural events, sports events, press events, events for the launching of a new product). • Demonstrate an understanding of the planning, development, management and implementation of various types of events through case studies. • Demonstrate creative problem solving by expressing practical experience of work in the event industry. • Manage working in a group to deliver a common writing and develop new management and behavioral skills.				
Prerequisites	HTM100, HTM115		Co-requisites		None

Course Content	• Introduction to event studies, event management and event tourism. • Event management: practice and professionalism. • Planning events; site planning, operations and logistics. • Destination planning and marketing for event tourism. • The event experience, programming, and quality. • Production, organization and coordination of events. • Human resources management in events. • Securing resources, sponsorship and financial management. • Safety, health, risk management and security. • Marketing management of events. • Understanding who the event customer is; principles of marketing research for events. • Communication, public relations and sales. • Evaluation and impact assessment.
Teaching Methodology	Face-to-Face
Bibliography	Getz, D., Event Management and Event Tourism, New York: Cognizant Communication Corporation. Conway, D.G., The Event Manager's Bible: The Complete Guide to Planning and Organising a Voluntary of Public Event, Oxford: How To Books LTD. Getz, D, Event Studies, Theory, Research and Policy for Planned Events (Events Management), Oxford: Butterworth-Heinemann. Evans, N., Strategic Management for Tourism, Hospitality and Events, London: Routledge. Hudson, S. and Hudson, L. Marketing for Tourism, Hospitality & Events: A Global & Digital Approach, London: SAGE.
Assessment		Examinations	70%	
		Assignments	20%	
		Class Participation / Attendance	10%	
			100%	
Language	English

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Course Title	Organizational Behaviour				
Course Code	MGT150				
Course Type	Compulsory				
Level	Bachelor (1st Cycle)				
Year / Semester	1st Year/2nd Semester				
Instructor's Name	Despina Varnava-Marouchou				
ECTS	6	Lectures / week	3 Hours/ 14 weeks	Laboratories / week	None
Course Purpose and Objectives	To familiarize students with the complexity of the issues surrounding today's organizations in their internal environment. To examine the contribution of behavioral science to the management process from a theoretical and functional perspective and understand the behavior of people in business enterprises and organizational relations.				
Learning Outcomes	Upon successful completion of this course students should be able to: Define the employees' individual differences at the workplace. Explain how individual and group behavior in an organizational setting is influenced by culture, perceptions and emotions and how this affects performance. This will be illustrated through examples and mini case studies Apply motivational theories to real case scenarios Become effective in managing groups and developing team relationships by organizing group projects. Explain the importance of the behavior of people in organizational relations, through discussions and role playing				
Prerequisites	MGT100 or BUS100 (For Hospitality students HTM100)		Co-requisites	None	
Course Content	Organizational Behaviour: A Modern Perspective and Organizational Behaviour Approach; the Human Relations Movement; the Hawthorn Studies; Understanding Human Behaviour. A Managerial Perspective: Practices of Management; Classical Management Principles and Approaches Personality: Development and Characteristics Perception: Processes and Principles				

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	Motivation: Needs and Processes; Work-Motivation Approaches; the Content Theories of Work Motivation; the Process Theories of Work Motivation;
	Motivation Applied: Job Design, Appraisal, and Goal Setting: Job Design; Performance Appraisal; Goal Setting;
	Job Satisfaction: What Causes Job Satisfaction and the Impact of Job Dissatisfaction and Implications for Managers
	Interpersonal and Group Behavior: Dynamics and Influence: Groups: Formal and Informal: the Nature of Groups; Committee Organization; the Dynamics of Informal Groups; Interactive Behavior and Conflict: Interpersonal Conflict;
	Communication: Organizational and Interpersonal Communication
	Leadership processes and Styles: Theories of Leadership; New Theoretical Frameworks for Leadership; Leadership Styles;
	Organizations: Structure; Processes; and Applications
	Human Resource Policies and Practices: Recruitment and Selection Practices; Training and performance Programmes; Performance Evaluation The Impact of Change;
	Recent developments and contemporary issues pertaining to the subject-matter of the course.
Teaching Methodology	Face- to- face
Bibliography	Robbins S.P. : ORGANISATIONAL BEHAVIOR, Prentice Hall, Latest Edition, Prentice Hall
	Available on line (Latest edition) http://bba12.weebly.com/uploads/9/4/2/8/9428277/organizational_behavior_15e_-_stephen_p_robbins__timothy_a_judge_pdf_qwerty.pdf
	Vito G.F, Reed. R., More H.W.: Organizational Behavior and Management in Law Enforcement. Pearson, Latest Edition
	Newstrom, J. Organizational Behavior: Human Behavior at Work, Latest Edition, McGraw Hill

Assessment		
	Examinations	70%
	Term Paper / Case Studies	20%
	Class Participation	10%
		100%
Language	English	

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Course Title	Facilities Management				
Course Code	HTM205				
Course Type	Compulsory				
Level	Bachelor (1st Cycle)				
Year / Semester	2nd Year/1st Semester				
Instructor's Name	Pantelis Hadjiyerou				
ECTS	6	Lectures / week	3 Hours/ 14 weeks	Laboratories / week	None
Course Purpose and Objectives	To provide to students the basic knowledge of the Facilities Management, which includes the Housekeeping, Engineering and Maintenance departments. About the housekeeping department, students should get an overall understanding of its operations and management. In terms of the Engineering and Maintenance Department, students should learn the fundamental terminology, concepts, facts and guiding principles of the building-structures, their component mechanical, electrical and plumbing systems and the use of computer programs and other technology in energy use control. This course also incorporate new concepts of energy conservation and risk management to address the latest sustainability and security trends in the industry, as well as updated information on guestroom technology.				
Learning Outcomes	Upon successful completion of this course students should be able to: • Determine the role and functions of the Housekeeping department. • Identify the job description and job specification of the housekeeping employees and the importance of following the current health, safety and security rules used in the hospitality industry. • Distinguish the various cleaning equipment, linen, furniture and fixtures. • Evaluate the linen room operations • Explore the laundry and dry cleaning procedure and management. • State the importance of following the correct cleaning procedures. • Explain the goals and objectives of Hotel Engineering Management and describe the theoretical aspects of utility systems, energy conservation, mechanical equipment and building systems. • Describe the organization and management of the maintenance department and the types of maintenance required.				

	• Identify the two primary categories of facility operating costs and the components and factors of each category. • Describe the basics of HVAC, Electrical, Water and Sewer, Refrigeration and Illumination systems. • Identify resource conservation methods for water, energy and waste management as related to hotel, hospital and restaurant operations and the financial value of these efforts to the business. • Compute basic statistics to help make decision regarding energy conservation", "maintenance optimization", "bench-marking", "profitability", "capital project evaluation", "life cycle costing" "time-value-of-money" • Calculate and analyse the impact on the natural resources of a community by operating of a hotel/resort property. • Explain how 'Green' management practices can contribute to the overall sustainability of the area in which a hotel/resort property operates.

Prerequisites	HTM100, HTM120	Co-requisites	None

Course Content	• Introduction to the Housekeeping work- Planning, Organizing and Staffing - - Planning and scheduling workers – Team Staffing • Material Planning – FFE, Cleaning Equipment & Supplies • Purchase, cleaning and use of Bedding, Linen, and Uniforms • Housekeeping Daily Routine • Safeguarding of Assets – Concerns for Safety and security in Housekeeping Operations • Laundry, Dry-cleaning and Stain removal.– Understanding basic Engineering and Operating the equipment • Asset Management - Role, Cost and Management of Hospitality Facilities. Renovations and Capital Projects • Management Tools, Techniques and Trends Cost and Budgets • Water and Waste Management Systems – Electricity, Heat, Ventilation & Air Conditioning. Lighting • Lodging & Foodservice Planning & Design, • Calculating Carbon Footprints Design, • Environmental & Sustainable Management - "Green Lodging Management"

Teaching Methodology	Face-to-Face

Bibliography	Thomas, J. and Jones, A.: Professional Management of Housekeeping Operations, Latest Edition, John Wiley & Sons, Inc., Hoboken, New Jersey. Branson, J.C. and Lennox, M.: Hotel, Hostel and Hospital Housekeeping, Latest Edition, Hodder and Stoughton.

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	Kappa, M.M., Nitsckhe, A., and Schappert, B.P.: Managing Housekeeping Operations, Latest Edition, AHLEI.
	Stipanuk, D.M.: Hospitality Facilities Management and Design, Latest Edition, The American Hotel & Lodging Educational Institute (AHLEI).
	Stipanuk, D.M.: Hospitality Facilities Management and Design, Latest Edition, Cornell University, AHLEI.
	Katsigris, C. and Thomas, C.: Design and Equipment for Restaurants and Foodservice, Latest Edition, John Wiley & Sons.
Assessment	Examinations 70% Assignments 20% Class Participation/ Attendance 10% Total 100%
Language	English

Course Title	Writing for Business Studies				
Course Code	ENB220				
Course Type	Compulsory				
Level	Bachelor (1st Cycle)				
Year / Semester	2nd Year/2nd Semester				
Teacher's Name	Claire Georghiou				
ECTS	6	Lectures / week	3 Hours/ 14 weeks	Laboratories / week	None
Course Purpose and Objectives	The aim of the course is to help students of the School of Business develop the academic and professional writing skills necessary to be successful in their future coursework and in their future workplace. The course uses a process-based approach to writing that blends both traditional organization and terminology with current findings in composition to help Business students utilize various strategies and organizational techniques. Emphasis is placed on business topics and situations to meet needs of the business school curriculum and skill set development for futures studies or employment.				
Learning Outcomes	Upon successful completion of this course students should be able to: Demonstrate the ability to use Business English at a B2+C1 CEFR (advanced) level. Analyze and evaluate audience/purpose/situation as they apply to business writing contexts. Apply the steps of the writing process to generate ideas, focus, support, draft, revise and edit one's writing. Use a thesis statement, topic sentences and specific support for the academic essay and other forms of business rhetoric; write effective introductions and conclusions. Recognize and use various patterns (rhetorical modes) and evaluate one's writing for unity, coherence and support. Apply the writing process to the development of a research paper on a business topic; summarizing, paraphrasing, quoting and documenting sources. Conduct primary and secondary research relevant to topic; integrate appropriate sources using the HARVARD referencing style.				
Prerequisites	ENB102 or Placement		Co-requisites	None	

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	Test (Satisfactory Test results i.e. 85%)		
Course Content	Essay Writing: Students become acquainted with the proper form and steps for presenting their ideas and are introduced to methods of analysis. These methods involve essay organization processes and may include the following patterns: 1. Cause and Effect 2. Comparison and Contrast 3. Definition 4. Division and Classification 5. Process and Analysis 6. Exemplification Conducting Research and Documenting Sources: Students learn to critically investigate and incorporate a variety of research sources including using the library's electronic databases. To aid in the recognition and avoidance of plagiarism, students develop skills in summary and paraphrase writing with referencing of original sources. In-text referencing and the compilation of a list of references are discussed and practiced. Writing from Research: Students are introduced to research paper writing on business related topics. They are required to submit a research paper which must be based on thorough collection of data relating to their topic as well as on careful documentation of their sources. All the above writing exercises are approached from different bases for evaluating essay writing such as unity, support, coherence and sentence skills.		
Teaching Methodology	Face-to-Face		
Bibliography	EUC ENB220 Course Handbook. Langan, J. and Albright, Z.: College Writing Skills with Readings, Latest Edition, McGraw-Hill. Redman, P. and Maples, W.: Good Essay Writing, Latest Edition, Sage.		

Assessment		
	Examinations	30%
	Essay Writing	30%
	Assignments	30%
	Class Participation/Attendance	10%
	Total	100%
Language	English	

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Course Title	Service Encounters & Quality				
Course Code	HTM210				
Course Type	Complulsory				
Level	Bachelor (1st Cycle)				
Year / Semester	2nd Year/2nd Semester				
Instructor's Name	Myria Ioannou				
ECTS	6	Lectures / week	3 Hours/ 14 weeks	Laboratories / week	None
Course Purpose and Objectives	The course aims to discuss the central role of service encounters in the tourist experience and to provide students with an in-depth understanding of the processes of providing service excellence in the tourism industry.				
Learning Outcomes	Upon successful completion of this course students should be able to: • Discuss the role and importance of service encounters in the tourist experience. • Explain the central role of service encounters and service excellence in gaining a sustainable competitive advantage. • Explain the role of expectations in service quality perceptions. • Identify and explain the service quality dimensions in different tourism forms. • Discuss the key elements and processes in delivering service excellence. • Develop a reliable service quality measurement tool.				
Prerequisites	HTM100, HTM110	Co-requisites	None		
Course Content	• The intangibility, inseparability and variability of the tourist offering • Typologies of tourists and the tourist experience • Definition of service encounters • Service encounters and the tourist experience • Service encounters: forms and importance • Service encounters and service excellence • The role of tourist expectations • Definition and models of service quality • Dimensions of service quality in tourism • Service quality as a source of sustainable competitive advantage • The critical role of people, process and physical evidence in service excellence in tourism				

	• Measuring service quality: instrument development and measurement of performance
Teaching Methodology	Face-to-Face
Bibliography	Kadampully, J., Mok, K., and Sparks, B.: Service Quality Management in Hospitality, Tourism, and Leisure, Latest Kindle Edition. Bolton, R.: Service Excellence: Creating Customer Experiences that Build Relationships, Latest Kindle Edition. Goodman, J.: Customer Experience 3.0: High-Profit Strategies in the Age of Techno Service, Latest Edition, Kindle Edition. Webb, N.J.: What Customers Crave: How to Create Relevant and Memorable Experiences at Every Touchpoint, Latest Edition, Kindle Edition
Assessment	Examinations — 70% Assignments — 20% Class Participation/ Attendance — 10% Total — 100%
Language	English

Course Title	Marketing Principles for Tourism and Hospitality
Course Code	HTM215
Course Type	Compulsory
Level	Bachelor (1st Cycle)
Year / Semester	2nd Year/2nd Semester
Instructor's Name	Nikolaos Boukas

ECTS	6	Lectures / week	3 Hours/ 14 Weeks	Laboratories / week	None

Course Purpose and Objectives	To introduce students to the fundamental principles of marketing applied on the industries of tourism and hospitality. Objectives: • to provide a thorough understanding of the application of the general principles of marketing to the tourism and hospitality industries • to supply knowledge about the marketing concepts in general and in the tourism and hospitality industries such as consumer behavior, segmenting, targeting, planning, and marketing research • to familiarize students with the elements of the marketing mix and to signify their importance when taking marketing decisions
Learning Outcomes	Upon successful completion of this course students should be able to: • Demonstrate the main principles of marketing, how it is used for services, and its significance for the tourism and hospitality industries. • Elaborate the factors that influence the consumer buying behavior and the steps associated with the buying process, and how markets in tourism and hospitality are segmented and targeted. • Examine why marketing planning is essential for the success of tourism and hospitality enterprises and how can it be achieved successfully. • Analyze how data are gathered through marketing research and how research can give solutions on certain marketing problems in tourism and hospitality. • Evaluate and analyze those marketing approaches applied on the marketing mix (product, place, promotion, price) and used for the creative problem solving in the tourism and hospitality environments. • Manage working in a group to deliver a common writing and develop new management and behavioral skills.

Prerequisites	HTM100, HTM120	Co-requisites	None

Course Content	• The functions of marketing • Introduction to tourism and hospitality services marketing • Understanding and targeting tourism and hospitality consumers • Marketing planning and information • Developing new products and services • Managing products and services

	• Promotion, advertising and media planning for tourism and hospitality • Sales promotion, merchandising, and public relations • Personal selling • Tourist destination marketing • Marketing channels • Pricing in tourism and hospitality
Teaching Methodology	Face-to-Face
Bibliography	Reid, R.D. and Bojanic, D. C., Hospitality Marketing Management, New Jersey: John Willey & Sons Kotler, P., Bowen, J. and Makens, J., Marketing for Hospitality and Tourism, International Edition, Prentice-Hall Hudson S. and Hudson L., Marketing for Tourism, Hospitality & Events: A Global & Digital Approach, Sage. Godfrey, K. and Clarke, J., Tourism Development Handbook: A Practical Approach to Planning and Marketing, Cengage Learning Business Press David Meerman Scott, The New Rules of Marketing and PR: How to Use Social Media, Online Video, Mobile Applications, Blogs, Newsjacking, and Viral Marketing to Reach Buyers Directly, New Jersey: Wiley.
Assessment	Examinations · 70% Assignment · 20% Class Participation / Attendance · 10% Total · 100%
Language	English

Course Title	Revenue and Cost Control Management in Hospitality and Tourism
Course Code	HTM220
Course Type	Compulsory
Level	Bachelor (1st Cycle)
Year / Semester	2nd Year/2nd Semester
Instructor's Name	Stelios Marneros
ECTS	6	Lectures / week	3 Hours/ 14 weeks	Laboratories / week	None
Course Purpose and Objectives	The purpose of this course is to introduce students to the control processes used to reduce costs and increase efficiency in food and beverage operations in restaurants and hotels. The course explores how planning and control functions can help operations work smarter, compete for market share, and provide value to guests. Students will develop a broad understanding of the whole concept of revenue and cost control management (food, beverage, and labor cost control). Students will learn and analyze the areas of revenue and expense, forecasting, food cost and beverage cost, food and beverage production process, food and beverage pricing, labor cost, other expenses, income statement analysis, maintaining and improving revenue control system, and the role of technology.
Learning Outcomes	Upon successful completion of this course students should be able to: • Identify the importance of maintaining and improving the revenue control system. • Explain and calculate the three major cost control transactions related with food, beverage and labor cost by applying basic formulas from the textbook. • List menu prices to menu items using different approaches and formulas from the lecture and textbook. • Analyze and elaborate procedures to record current and future sales, using sales histories and standardized recipes • Calculate and explain the cost of food sold and food cost percentage; cost of beverage sold and beverage cost percentage; cost of labor and labor cost percentage, applying various formulas in the Excel program. • Discuss various methods to reduce the cost of food, beverage and labor cost percentage by means of spreadsheet development in the Excel program. • Analyze and evaluate the actual labor utilization by applying basic formulas from the textbook.

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	• Calculate costs of other expenses in terms of both cost per guest and percentage sales by applying basic formulas in the Excel program.

Prerequisites	HTM105, HTM110	Co-requisites	None

Course Content	• Managing Revenue and Expense • Key performance indicators analysis • Determine Sales Forecasts • Managing the Cost of Food • Managing the Cost of Beverages • Managing the Food and Beverage Production Process • Managing the Food and Beverage Production Process • Managing Food and Beverage Pricing • Managing the Cost of Labor • Controlling Other Expenses • Maintaining and Improving the Revenue Control System
Teaching Methodology	Face-to-Face
Bibliography	Dopson, L.R. and Hays, D.K.: Food & Beverage Cost Control, Latest Edition, Wiley. Ninemeier, J.D.: Managing Food and beverage Operations, Latest Edition. Ninemeier, J.D.: Supervision in the Hospitality Industry, Latest Edition. Forgacs, G.: Revenue Management Maximizing Revenue in Hospitality Operations, Latest Edition. John R.Walker and Jack E,Miller., Supervision in the Hospitality Industry, Latest Edition, Wiley. Michael L. Kasavana: Managing Technology in the Hospitality Industry, Latest Edition, AHLEI.

Assessment	Examinations	70%	
	Assignments	20%	
	Class Participation / Attendance	10%	
	Total	100%	

Language	English

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Course Title	Business Statistics				
Course Code	AEF105				
Course Type	Compulsory				
Level	Bachelor (1st Cycle)				
Year / Semester	2nd Year/2nd Semester				
Teacher's Name	Onisiforos Iordanou				
ECTS	6	Lectures / week	3 Hours/ 14 weeks	Laboratories / week	None
Course Purpose and Objectives	The course will provide the student with an understanding of business statistical tools and methods. Specifically, students will learn to describe data with descriptive statistics, to perform statistical analyses, to interpret the results of statistical analyses and to make inferences about the population.				
Learning Outcomes	Upon successful completion of this course students should be able to: Explain basic statistical concepts such as statistical collection, species characteristics, statistical series, tabular and graphical representation of data, measures of central tendency, dispersion and asymmetry, correlation and regression analysis. Apply knowledge to solve simple tasks using computer (MS Excel). Independently calculate basic statistical parameters (mean, measures of dispersion, correlation coefficient, indexes). Interpret the meaning of the calculated statistical indicators. Select and apply the appropriate statistical method for solving practical problems.				
Prerequisites	Junior Standing		Co-requisites	None	
Course Content	What is Statistics? Graphical and Tabular Descriptive Techniques Numerical Descriptive Techniques Probability, Random variables and Discrete Probability Distributions, Continuous Probability Distributions, Sampling Distributions Introduction to Estimation Introduction to Hypothesis Testing Inference about a Population				

	Inference about Comparing Two Populations
	Analysis of Variance, Chi-Squared Test
	Simple Linear Regression and Correlation.
Teaching Methodology	Face-to-Face
Bibliography	Keller, G., and Warrack, B.: STATISTICS for Management and Economics, Latest Edition, Duxbury Press.
	Newbold, P.: Statistics for Business and Economics, Latest Edition, Prentice Hall.
	Berenson, M., and Levine, D.: Basic Business Statistics, Latest Edition, Prentice Hall.
	McClave, J., Benson, G., and Sincich, T.: A first course in Business Statistics, Latest Edition, Prentice Hall.

Assessment	Examinations	80%	
	Assignments	10%	
	Class Participation/ Assessment	10%	
	Total	100%	
Language	English		

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Course Title	Business Communication in English				
Course Code	ENB230				
Course Type	Compulsory				
Level	Bachelor (1st cycle)				
Year / Semester	3rd Year/1st Semester				
Teacher's Name	Claire Georghiou				
ECTS	6	Lectures / week	3 Hours/ 14 weeks	Laboratories / week	N/A
Course Purpose and Objectives	The aim of the course is to help business students' transition from academic to professional/business writing. The course focuses on the practice and study of selected types of discourse employed in professional business situations and helps prepare students for different kinds of communication they will encounter in their professional lives. The course equips students to utilize various strategies and organizational techniques in the writing process in a business context and to develop collaborative communication and writing skills on business topics.				
Learning Outcomes	Upon successful completion of this course students should be able to: Demonstrate the use of proficient use of English at a C1/C2 CEFR level. Adapt language to specific readers and select the most effective words for use in business communication, and employ unity and clarity in sentence, paragraph and document production. Compose documents using the process-based approach or writing phases (pre-writing, writing and revising) in a business/professional context. Use language skills to allow for appropriate emphasis of content and produce messages (with a positive, negative or persuasive intent) that have a positive effect on human relations (achieve goodwill) and achieve a specific communication purpose. Present information in the various written forms (letters, emails, memoranda, text messages social media and reports) and respond positively to the developments in business technology facilitating new communication formats. Organize a formal presentation for a specific audience and employ public-speaking techniques for effective presentation in a business context.				

Prerequisites	ENB220	Co-requisites	None
Course Content	Fundamentals of Business Writing: Students learn to adapt their language to specific readers and to select the most effective words for use in business communication through the following: Adaptation and Selection of Words Construction of Clear Sentences and Paragraphs Writing for Effect Business Correspondence: Basic patterns of routine business correspondence (letters, email, faxes, text messaging and social media) are explored through model messages, authentic material and learning generated writing pieces including the following: Basic Patterns of Routine Letters: Answering Routine Letters Indirectness for Bad News and Persuasion Employment Communication: A range of employment documents will be covered including: Curriculum Vitae (CV)/ Résumé Writing Application Letter Follow-up Correspondence Fundamentals of Report Writing and Business Presentations: The range of business reports from informal to formal, internal to external will be discussed: Basics of Report Writing Short Reports Longer Reports Business Presentations		
Teaching Methodology	Face-to-Face		

Bibliography	Rentz, K. and Lentz, P.: Lesikar's Basic Business Communication, Latest Edition, McGraw-Hill.
	Locker, K. and Kaczmarek, S.: Business Communication: Building Critical Skills, Latest Edition, McGraw-Hill.
Assessment	

Examinations	30%
Assignments portfolio	40%
Report Writing/Presentation	20%
Class Participation/Attendance	10%
Total	100%

Language	English

Course Title	Food Service Sanitation, Hygiene and Risk Management			
Course Code	HTM300			
Course Type	Compulsory			
Level	Bachelor (1st Cycle)			
Year / Semester	3rd Year/1st Semester			
Instructor's Name	Stelios Marneros			
ECTS	6	Lectures / week	3 Hours/ 14 weeks	Laboratories / week	None
Course Purpose and Objectives	To provide students with the essential knowledge of food service sanitation, hygiene and risk management. Food safety has never been more important to the restaurant industry and its customers. This course focuses on the preventative measures to keep food safe. The content of this course adds greater depth and breadth of food safety practices by featuring expanded sections on food defense, high-risk populations, active managerial control, and crisis management. Food safety topics are presented in a user-friendly, practical way with real-world case studies and stories to help readers understand the day-to-day importance of food safety. This course provides knowledge to hospitality graduates to minimize risk and maximize protection for foodservice owners, employees, and customers.			
Learning Outcomes	Upon successful completion of this course students should be able to: - Identify how food, people, and facilities can contribute to the problem of food borne illness using a blended learning approach. - Recognize manager's responsibility to provide food safety training to employees by using different approaches and information from the lecture. - Identify the HACCP principles for preventing food borne illness, using videos and activities. - Analyze and assess methods of preventing cross contamination based on general principles related with the purchasing, receiving, preparation and service of food. - Identify and handle vital risk management situations within hospitality by means of training and case studies. - Evaluate safety and security issues within hospitality and how this issues apply in hospitality industry in Cyprus - Design a HACCP programme for the restaurant business for the purpose preventing food borne illness.			
Prerequisites	HTM105, HTM210	Co-requisites	None	

Course Content	- Providing safe food - The microworld - Contamination, food allergens, and foodborne illness - The safe foodhandler - The flow of food: An Introduction - The flow of food: Purchasing and receiving - The flow of food: Storage - The flow of food: Preparation - The flow of food: Service - Food Safety Systems - Sanitary Facilities and Pest Management - Employee food safety training - Crisis communications - Importance of safety equipment to loss-prevention management.
Teaching Methodology	Face-to-Face
Bibliography	National Restaurant Association., ServSafe Coursebook, Latest Edition. Ronald, F., Cichy, F., and Jaemin, C.: Food Safety and Quality Management, Latest Edition. Ninemeier, J.D.: Managing Food and beverage Operations, Latest Edition. Cichy, R.F.: Managing Service in Food and Beverage Operations, Latest Edition. The National Restaurant Association Educational Foundation (NRAEF) www.restaurant.org American Public Health Association (APHA) www.apha.org International Association of Food Protection www.foodprotection.org International HACCP Alliance www.haccpalliance.org
Assessment	Examinations — 70% Assignments — 20% Class Participation/Attendance — 10% Total — 100%
Language	English

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Course Title	Managing and Developing Human Capital			
Course Code	MGT220			
Course Type	Elective			
Level	Bachelor (1st Cycle)			
Year / Semester	2nd year/4th Semester			
Instructor's Name	Cathrin Lazarou			
ECTS	6	Lectures / week	3 Hours/ 14 weeks	Laboratories / week	None
Course Purpose and Objectives	To familiarize students with all aspects of human resource management activities such as staffing, training and development, performance management, compensation and labour relations as an integrative relationship of people, jobs and organization. To enable the student to realize the importance of effective human resource management practices in setting the strategy of the company and in overall organizational performance.			
Learning Outcomes	Upon succesful completion of this course students should be able to: Describe the link between HRM and the organization's strategy Explain the basic concepts currently used in the practice of human resources and the need to design practices within the given legal environment Analyze the practices of HRM in the business environment (planning, recruitment and selection, training and development, performance management, compensation and labour relations) Work in teams Demonstrate critical thinking with HRM problems.			
Prerequisites	Junior Standing	Co-requisites	None	
Course Content	Course Contents: Description: Introduction to Human Resource Management: HRM Functions and Activities; Objectives and Purposes of HRM Functions and Activities; Trends in HRM. Human Resource Planning			

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	Job Analysis
	Recruitment
	Selection and Placement
	Performance Appraisal
	Utilizing the Performance Appraisal: Inherent Conflict in Performance Appraisal; Designing Appraisals for Maximum Results
	Total Compensation, Performance-Based Pay Systems: Types of Performance. Based Pay Systems, Indirect Compensation
	Training and Development
	Quality of Work Life and Productivity
	Occupational Safety and Health
	Employee Rights, Unionization and Collective Bargaining, Negotiating the Agreement; Conflict Resolution; Contract Administration; Public-sector Collective Bargaining.
	Motivation: Purposes and Importance of Work motivation.
	Recent developments and contemporary issues pertaining to the subject-matter of the course.
Teaching Methodology	Face-to-Face
Bibliography	Noe, R, Hollenbeck, J,Gerhart, B., Wright, P.,(2019) Human Resource Management: Gaining a Competitive Advantage, Latest Edition, McGraw-Hill.
	Gomez-Mehjia, Balkin and Cardy, (lat edition), Managing Human Resources, Latest Edition, Pearson.
	Cascio, W.F., (2019), Managing Human Resources, Latest Edition, McGraw-Hill.
	https://open.lib.umn.edu/humanresourcemanagement/
	https://bookboon.com/en/human-resource-management-ebook
Assessment	Examinations	70%	
	Assignments	20%	
	Attendance/Class Participation	10%	
		100%	
Language	English

Course Title	Niche Tourism and Innovative Products				
Course Code	HTM305				
Course Type	Compulsory				
Level	Bachelor (1st Cycle)				
Year / Semester	3rd Year/1st Semester				
Instructor's Name	Nikolaos Boukas				
ECTS	6	Lectures / week	3 Hours/ 14 weeks	Laboratories / week	None
Course Purpose and Objectives	To demonstrate to students the importance of niche tourism, its innovative tourism products, and pertinent managerial strategies. Objectives: to provide students with an appreciation of the diversity of tourist motivations and the equally diverse range of niche tourism products that cater to quite particular tastes and preferences while at the same time, provide innovative opportunities for destinations' diversification to supply knowledge regarding the application of non-conventional forms of tourist development and to explore the dynamism of tourism addressed to niche markets to familiarize students with the innovative trends in tourism by introducing the opportunities and challenges of niche tourism in a highly competitive business environment. to provide students with knowledge regarding the main providers of the tourism and hospitality industry that provide rewarding, enriching, meaningful, and long-lasting experiences through niche tourism and innovative tourism products				
Learning Outcomes	Upon successful completion of this course students should be able to: Identify the various forms of niche tourism products and their relationships with tourism demand. Explain the differences between niche tourism and mass tourism and demonstrate niche tourism forms' significance. Demonstrate the main supply elements that make entrepreneurs to take advantage of innovative market opportunities in each destination.				

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	Analyze the dynamism of niche tourism and identify those variables that need to be considered for its development. Critically asses the resources needed to develop niche tourism innovative products and identify the framework where these products can be set, managed and evolved.		
Prerequisites	HTM115	Co-requisites	None
Course Content	The role of niche tourism innovative products in the overall tourism system. The connection of niche tourism to entrepreneurship and innovation. Comparison of innovative niche tourism forms and more conventional forms of tourism such as mass tourism. Types of tourism in regional, urban and rural level and accommodation types (i.e., resorts and hotels, camping, back packers, cruises, Special interest accommodation etc.). Practice, provision and impacts of niche tourism. Managing visits to cultural, heritage and religious destinations; identification of niche tourism forms that provide added value to potential visitors. Events and festivals; concerts, exhibitions, and performances. Health and adventurous tourism: travelling for health, spas and health resorts; hard adventurous tourism and types of visitors. The importance of environmental tourism and its relationship with sustainable tourism development. Wine and food tourism; the cruise experience; educational tourism Emerging and future forms of niche tourism including space tourism and the use of virtual reality. More specialised forms of tourism; senior tourism; urban tourism and small businesses.		
Teaching Methodology	Face-to-Face		
Bibliography	Douglas, N., and Douglas, N.: Special Interest Tourism, Milton, Latest Edition, Wiley.		

	Novelli, M.: Niche Tourism: Contemporary Issues, Trends and Cases, Burlington: Latest Edition, Routledge.
	Fayos-Solà, E., and Cooper, C.: The Future of Tourism: Innovation and Sustainability, Cham, Latest Edition, Switzerland: Springer.
	Smith, M., MacLeod, N., and Hart Roberson, M.: Key Concepts in Tourist Studies, Latest Edition, London: Sage.
	Weiler, B. and Hall, C.M.: Special Interest Tourism, Latest Edition, Wiley.
	Various academic papers regarding each of the discussed topics.
Assessment	Examinations 70% Assignments 20% Class Participation/ Attendance 10% Total 100%
Language	English

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Course Title	Hospitality Luxury Brand Management				
Course Code	HTM310				
Course Type	Compulsory				
Level	Bachelor (1st Cycle)				
Year / Semester	3rd Year/1st Semester				
Instructor's Name	Lycourgos Hadjiphanis				
ECTS	6	Lectures / week	3 Hours/ 14 Weeks	Laboratories / week	None
Course Purpose and Objectives	The course takes a strategic approach to hospitality luxury branding and discusses a wide range of theories, techniques and tools for effective brand equity development and management.				
Learning Outcomes	Upon successful completion of this course students should be able to: • Discuss the role and importance of hospitality and luxury branding and brand equity. • Explain the various brand strategies in the hospitality and luxury industry • Identify and explain the brand elements that help build brand equity in the hospitality and luxury industry • Appreciate how marketing and in particular marketing communications enhance brand equity building in the hospitality and luxury industry • Develop an appreciation of how to measure brand equity in the hospitality and luxury industry • Demonstrate an understanding as to how to manage a brand over its PLC in the hospitality and luxury industry • Appreciate the challenges of managing a brand over geographical boundaries in the hospitality and luxury industry • Develop brand management campaigns in the hospitality and luxury industry.				
Prerequisites	HTM100, HTM210		Co-requisites		None
Course Content	• Hospitality Marketing and Branding: Past and Future • Branding Challenges and Opportunities • Branding and the Internet • Global Brand Expansion • Branding beyond Borders • Brand Strategies • Brand Equity • Brand Positioning				

	- Brand Extensions and Customer Loyalty - Managing Marketing and Branding Relationships - Brand Franchising - Brand Partnerships - Inside Luxury: Main Features, Evolving Trends, and Marketing Paradoxes - Luxury, Sustainability, and "Made In" - Luxury Consumption and Sustainability - Sustainability Across Industries - Insights from Key Topics in Sustainable Luxury Research
Teaching Methodology	Face-to-Face
Bibliography	Amatulli, C., Guido, C.L., Costabile, M., and Guido, G.: Sustainable Luxury Brands. Evidence from Research and Implications for Managers, Latest Edition, Palgrave Macmillan UK. Keller, K.: Strategic Brand Management: A European Perspective, Latest Edition, Prentice Hall. Aaker, D.: Managing brand equity: capitalizing on the value of a brand, Free Press Kapferer J. N., Strategic Brand Management, Latest Edition. De Chernatony, L., McDonald, M., and Wallace, E.: Creating Powerful Brands Butterworth-Heinemann, Latest Edition, Oxford, Kogan Press.
Assessment	<table><tr><td>Examinations</td><td>70%</td></tr><tr><td>Assignments</td><td>20%</td></tr><tr><td>Class Participation/ Attendance</td><td>10%</td></tr><tr><td>Total</td><td>100%</td></tr></table>
Language	English

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Course Title	Sustainable and Responsible Tourism				
Course Code	HTM315				
Course Type	Compulsory				
Level	Bachelor (1st Cycle)				
Year / Semester	3rd Year/2nd Semester				
Instructor's Name	Nikolaos Boukas				
ECTS	6	Lectures / week	3 Hours/ 14 weeks	Laboratories / week	None
Course Purpose and Objectives	To illustrate the importance of sustainable tourism planning for the responsible and competitive growth of tourist destinations and the pertinent industries that compose the tourist system. Objectives: - to develop understanding of the usefulness of tourism from a series of perspectives regarding sustainability (economic, social, cultural and environmental) and responsible development and management - to provide knowledge concerning the role of planning for sustainable tourism development - to familiarize students with the sustainability issues and to introduce solutions for a balanced tourism development based on appropriated planning and sustainable criteria				
Learning Outcomes	Upon successful completion of this course students should be able to: - Discuss the main concepts of responsible tourism planning, sustainable development, and sustainable management. - Examine the components of tourism and the economic impacts of tourism. - Analyze the social and environmental dimension of tourism and how tourism influences positively and negatively host communities and the environment. - Critically assess the aims and the role of planning in the transformation of places into destinations with responsible tourist activity. - Evaluate the importance of the hospitality industry for the sustainable tourist development of a destination.				
Prerequisites	HTM115		Co-requisites	None	
Course Content	• Understanding and conceptualizing sustainable tourism planning and responsible tourist development				

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	• Sustainable tourism and special interest tourism • Planning issues for tourism development • Government-assisted tourism development • Developing tourism and the economic system • Tourism policy and tourism development • Surveying the tourism product • Analyzing tourism economies and tourism products • Planning tourism at national, regional, and local destination levels • Project design, permit, construction and financing • Managing, planning and marketing tourism • Techniques in tourism planning; the role of education and self-regulation. • Tourism and the host communities
Teaching Methodology	Face-to-Face
Bibliography	Kastarlak, B.I. and Barber, B. Fundamentals of planning and developing tourism, Pearson. Goodwin, H., Responsible Tourism: Using tourism for sustainable development, Goodfellow Publishers Ltd. Information Reso Management Association, Sustainable Tourism: Breakthroughs in Research and Practice, Business Science Reference. Wood, M.E., Sustainable Tourism on a Finite Planet, Routledge. Mason , P. Tourism Impact, Planning, and Management, Butterworth-Heinemann. Williams, S., Tourism: Tourism, development and sustainability, Taylor & Francis.
Assessment	Examinations 70% Assignment 20% Class Participation / Attendance 10% Total 100%
Language	English

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Course Title	INNOVATION AND ENTREPRENEURSHIP			
Course Code	BUS220			
Course Type	Compulsory			
Level	Bachelor (1st Cycle)			
Year / Semester	2nd Year/3rd Semester			
Instructor's Name	Prof. George Papageorgiou			
ECTS	6	Lectures / week	3 Hours/ 14 Weeks	Laboratories / week	None
Course Purpose and Objectives	This course puts the theoretical foundations of entrepreneurship and innovation into practical, concrete applications. Thus, students are involved from the outset in analyzing entrepreneurial characteristics, innovation, creative thinking process, examining company-product development, market assessment, innovative techniques, the means for presenting and promoting a business idea and implementation challenges.			
Learning Outcomes	Upon successful completion of this course students should be able to: Describe the main innovation and entrepreneurship theoretical foundations, entrepreneurial characteristics. Evaluate the degree of innovation and enterprise in a business Categorize the main personal, business, market characteristics that need to be analysed in order to embark on an entrepreneurial venture. Identify success possibilities, given a set of the necessary data regarding the critical factors for success of a new business venture. Demonstrate the use of specific innovation approaches for the purpose of entrepreneurial development. Analyse and interpret relevant data using different approaches, in order to improve relevant decision making and actions. Explain their own individual entrepreneurial and innovative capacities			
Prerequisites	Senior Standing	Co-requisites	None	
Course Content	Introduction to innovation and entrepreneurship; Types of Innovation; Types of Entrepreneurs; The Process of Innovation and Entrepreneurship; Technological and other Changes; Theories of Innovation and Entrepreneurship; Innovation Strategy; 'Technological			

	Entrepreneurs'; Funding Innovation and Entrepreneurship; Managing and Leading Innovation; Creating Competitive advantage through innovation; Sustaining innovation; Group and Individual exercises With the use of multimedia approaches, students will be exposed to the critical factors which need to be considered and analysed when embarking on a new business venture. Internal factors (e.g. personal abilities, knowhow, finances) will be juxtaposed with external factors (e.g. trends, culture, economic conditions) in order to identify possibilities and opportunities for entrepreneurial activity. Usage of a capabilities-based view and angle.
Teaching Methodology	Face- to- face
Bibliography	J Bessant, J Tidd – (2015) Innovation and entrepreneurship, Latest Edition, Wiley. Smith, D. (2009) Exploring Innovation, 2nd edition, Latest Edition, McGraw-Hill, New York, NY. Drucker, P (2012) "Innovation and Entrepreneurship", Taylor & Francis, eTextbook. Chesbrough, H. (2007) 'Why companies should have open business models',MIT Sloan Management Review 48(2), 22–28.
Assessment	Examinations 60% Assignments 30% Class Participation 10% 100%
Language	English

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Course Title	Contemporary Challenges in Hospitality and Tourism Development and Management
Course Code	HTM320
Course Type	Compulsory
Level	Bachelor (1st Cycle)
Year / Semester	3rd Year/2nd Semester
Instructor's Name	Christakis Sourouklis

ECTS	6	Lectures / week	3 Hours/ 14 Weeks	Laboratories / week	None

Course Purpose and Objectives	The course provides to give students the opportunity to acquire additional knowledge in the local and in the global context in various selected topics representing contemporary challenges relevant to the development and management of hospitality and tourism operations and to the role and influence of governments and the communities in which such businesses are operating/functioning.
Learning Outcomes	Upon successful completion of this course students should be able to: Describe the key challenges, innovations and emerging issues shaping the hotel, tourism and events industries now and in the future. Explain recent developments and contemporary issues pertaining to the subject matter. Evaluate the strengths and weaknesses of the selected topic. Demonstrate effective analytical and presentation skills for case studies or term reports for topics selected. Assess the importance of technology advancements in the development and management of current and new hospitality and tourism enterprises in local and global contexts.

Prerequisites	MGT220, HTM310	Co-requisites	None

Course Content	Development and Management of current and new Hotel, Tourism and Events enterprises in local and global contexts.

	Corporate Governance & Leadership in Hospitality and Tourism operations - the role of the Chief Executive Officer (CEO)/General Manager (GM).
	Strategic Human Resource Management and Development and its impacts upon the performance of Hospitality and Tourism operations; the role of key performance indicators (KPIs').
	The Legal Environment and Health & Safety Management in Hospitality and Tourism operations.
	Managing Workforce Diversity in Hospitality and Tourism industries across and within cultures.
	Corporate Social Responsibility (CSR) in Hospitality and Tourism operations.
	Ethics & Ethical Reasoning in Hospitality and Tourism operations in the local and international contexts.
	Development and Management of Quality Standards and Services in Hotel, Tourism and Events operations.
	Innovation and Entrepreneurship in Hotel and Tourism Enterprises.
	Events Development and Management across international destinations.
	Marketing research - Methodological approaches in identifying Tourists perceptions about resort destinations.
	The role of technology advancement implications in Hospitality and Tourism Operations in local and global contexts.
Teaching Methodology	Face-to-Face
Bibliography	A variety of Management Textbooks, e-books, and the peer-reviewed academic journals (listed below) related to the special topic selected: International Journal of Hospitality Management, International Journal of Contemporary Hospitality Management, Tourism Management Journal, International Journal Leisure & Tourism Management, Journal of Organizational Behavior, International Journal of Human Resource Management, International Journal of Tourism Research, Journal of Business Research, Human Resource Management Journal, Harvard Business Review, Business Week, Fortune, People Management.

Assessment			
	Examinations	70%	
	Assignments	20%	
	Class Participation/ Attendance	10%	
	Total	100%	
Language	English		

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Course Title	The Art of Gastronomy				
Course Code	HTM325				
Course Type	Compulsory				
Level	Bachelor (1st Cycle)				
Year / Semester	3rd Year/2nd Semester				
Instructor's Name	Panikos Kanakis				
ECTS	6	Lectures / week	3 Hours/ 8 weeks	Laboratories / week	3 hours/ 6 weeks
Course Purpose and Objectives	To introduce students to the world of gastronomy. Students will understand gastronomy; the science that studies the culture, development and coexistence of people with their cuisine and its ingredients. In addition, this course aims to teach students the basic knowledge and skills required in the kitchen and restaurant service through theory and practice.The first part of the course introduces the students to the food and beverage service. The course comprises of demonstrations of the practical aspects of food handling with practice of the fundamental skills required in the hospitality's food service outlets.The second part of the course incorporates the practical aspects of food production. It gives the opportunity to students to learn and practice the cooking principles and cookery methods and the departmentalization of the modern kitchens and to be familiar with the good manners of the savoir vivre.				
Learning Outcomes	Upon successful completion of this course students should be able to: • Describe what gastronomy is. • Explain the major means by which gastronomic knowledge is disseminated. • Assess the evolution and development of gastronomy from ancient times in Europe and the world. • Identify the contributors to the development of modern cuisine and gastronomy. • Define the various types of food and beverage operations and the various types of menus used today in hospitality industry by means of class discussion and assignments. • Practice different service methods, processes and rules and how are used today in food and beverage establishments. • Identify the correct use of cooking equipment and cooking methods by working in teams demonstrating necessary skills such as mise en place in the preparation of various menu items.				

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	• Identify the classification and procedures of stocks and soups, fish and shellfish, by incorporating practical training in food production area. • Analyze the general rules for cooking vegetables, rice, pasta, and salad preparation by incorporating practical training in food production area. • Explain the importance of accuracy in the bakeshop and the various types of breads and simple cakes and their use for making breads sandwiches and hors d' oeuvres.

Prerequisites	HTM105, HTM300	Co-requisites	None

Course Content	• The determinants and the development of world and European gastronomy. • The contributors of the development of the classical and modern cuisine from the times of Escoffier to molecular cuisine. • Cooking methods (boiling, poaching, deep and shallow frying, grilling, baking, roasting, stewing) and portion control techniques. • Procedures for selecting, cooking, handling and categorising meat, poultry, fish, dry goods, fruits and vegetables, bakery, and pastry products. • Restaurant opening - room layout, setup, and decoration. • Structure and organization of a restaurant and banqueting facilities. • Service methods and procedures for food and beverages. • Job responsibilities and personal requirements for restaurant staff. • Room service procedures. • Events, functions, banqueting service, and outside catering.

Teaching Methodology	Face-to-Face

Bibliography	Cailein, G.: European gastronomy into the 21st century, Latest Edition, Oxford. Gibson, M.: Food Science and the Culinary Arts, Latest Edition, Kindle Edition. Gisslen, W.: PROFESSIONAL COOKING, Latest Edition, New York: Wiley. The Culinary Institute of America, THE PROFESSIONAL CHEF, Latest Edition, New York: Wiley. Lillicrap, D., Cousins, J., and Smith, R.: FOOD AND BEVERAGE SERVICE, Latest Edition, London: Hodder and Stoughton. Martin, A., and Erlacher et al.: Restaurant Service, Skills-Training Book, Latest Edition, I.K. International Publishing House. Ninemeier, J.D.: Managing Food and Beverage Operations, Latest Edition, AHLEI. Cichy, R.F: Managing Service in Food and Beverage Operations, Latest Edition, AHLEI. Georgiou, K.: The New Cyprus Gastronomy, Latest Edition.

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	Georgiou, K.: Nuova Gastronomia the Marvellous Voyage to Taste Latest Edition.
Assessment	Examinations 60% Lab Performance/Assessment 20% Assignments 10% Class Participation/ Attendance 10% Total 100%
Language	English

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Course Title	Managing Casino, Spa and Wellness Services				
Course Code	HTM330				
Course Type	Compulsory				
Level	Bachelor (1st Cycle)				
Year / Semester	3rd Year/2nd Semester				
Instructor's Name	Stelios Marneros				
ECTS	6	Lectures / week	3 Hours/ 14 weeks	Laboratories / week	None
Course Purpose and Objectives	The purpose of this course is to analyze the operations of casinos, and examines the many internal and environmental cultures that surround and make up the casino. Students will study the structures of the casino organizations into departments and their function. Particular attention will be placed on the casino resort and the organization and function of the casino hotel, food and beverage department, meetings and conventions, and entertainment divisions. The course will familiarize students with the interior culture of casinos: how their culture, organization, management, and make-up have evolved. The course then goes on to examine the impact that casinos have on individual lifestyles, and the functions of the Human Resource Department. Finally, the course looks at casino culture as part of larger and local communities through its addressing of gambling and addictive behaviors, and how it functions as a community-minded business/neighbour.				

Objectives:

- to identify the organizational structure of a typical casino
- to distinguish the functions of the departments within that organizational structure
- to estimate how the casino hotel functions within the overall casino organization
- to demonstrate how the Food and Beverage, Meetings and Convention, and Entertainment divisions of a casino function within the overall organization
- to classify the various cultural trends that casinos have evolved through to today
- to assess the impact that casinos have on employee and gamblers' lifestyles
- to examine the function of the Human Resources Department in a casino

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	• to identify how casinos foster responsible gambling, address addictive behaviors, and become a responsible member of its community		
Learning Outcomes	Upon successful completion of this course students should be able to: • Assess the importance of management practices of casinos and spas and highlight their evolution. • Describe the motivation and behavior of casino segment and demonstrate the importance people play in casino organizations. • Define the dynamic business environment and illustrate its impacts on the casino industry. • Analyze the societal costs and benefits associated with casino gaming. • Explain the philosophy of spa, the segments of spa, and the fields of spa. • Identify the development of contemporary spa and demonstrate the impacts of spa operations on culture, society, tourism and hospitality. • Demonstrate the key segments of spa facilities and their motivational and behavioral characteristics.		
Prerequisites	HTM210, HTM305	Co-requisites	None
Course Content	Casino: • An Introduction to Casino Organization and Culture • Organization Structure of the Facility • Casino Departments and Functions • The Casino Hotel • Food & Beverage • Meeting, Conventions and Entertainment • Casino Culture • Lifestyle Impact • Human Resource Issues in Casino Operations • Responsible Gaming and Addictive Behaviours • The Casino as a Community Neighbour Health: • Spa, wellness and human evolution • The scope of the spa industry: historical and cultural antecedents • Spa philosophy and cultural influences • Social trends and market size: Global wellness movement and spa utilisation trends • Social trends; Growth and turnover in the spa industry • Economic and business perspectives: Spa development and management • Human resource development		

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	• Industry sectors: Spas and the hospitality industry • Spas and the healthcare industry • Other business models of spas • Professionalism and education: Training and education • Standards of practice and training • Communication • Ethics and social responsibility
Teaching Methodology	Face-to-Face
Bibliography	Hashimoto, K.: Casino Organization and Culture, Latest Edition, Upper Saddle River, NJ: Prentice Hall. Desmond, L.: Casino Management in Integrated Resorts, Latest Edition, Routledge. William, T. D.: Slot Performance Analysis: An Essential Resource for Casino Operations Management, Latest Edition. Wisnom, M.S.: Spa Management: An Introduction, Latest Edition, Pearson Education. Rawlinson, S., and Heap, T.: International Spa Management, Latest Edition, Goodfellow Publishers. Norton David, The High Roller Experience: How Caesars and Other World-Class Companies Are Using Data to Create an Unforgettable Customer Experience, Latest Edition, McGraw-Hill Education.
Assessment	

Examinations	70%
Assignments	20%
Class Participation/Attendance	10%
Total	100%

Language	English

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Course Title	Strategic Management and Leadership in Hospitality and Tourism				
Course Code	HTM400				
Course Type	Compulsory				
Level	Bachelor (1st Cycle)				
Year / Semester	4th Year/1st Semester				
Instructor's Name	Christakis Sourouklis				
ECTS	6	Lectures / week	3 Hours/ 14 Weeks	Laboratories / week	None
Course Purpose and Objectives	The course provides to students a basic understanding of the various approaches to strategic management process, leadership styles and business policies that should be used in the context of tourism sector at national and international levels (including industries such as hotels, restaurants, tourist offices/agencies, tourist councils, and events' organizers among others) in order for firms in the hospitality and tourism industries to gain and sustain competitive advantage. Students should learn to use and compare leadership and managerial techniques, to acquire, develop, and manage internal resources, such as people knowledge, financial capital, and physical assets. Students should understand how environmental forces change in a dynamic environment creating new threats and opportunities for the organization is of central importance to the course.				
Learning Outcomes	Upon successful completion of this course students should be able to: Employ an external and internal analysis using appropriate tools, for the purpose of identifying a tourist sector organization's strategic capability in view of changing conditions. Explain the process of developing and implementing strategy and the implications for the organization. Evaluate the holistic diagnostic, problem-solving and decision making skills in situations that involve the whole organization. Assess the advantages and disadvantages of different competitive strategies under changing conditions that affect different Hospitality and Tourism industries key performance indicators. State awareness of the increasing internationalisation of Hospitality and Tourism business activities and of strategic management and leadership issues.				

	Express knowledge and skills which will be of immediate and real value in future careers in the hospitality and tourism and its industrial components and possible elsewhere.
	Demonstrate abilities to appraise the impact of these external forces on the Hospitality and Tourism industries key performance indicators.
Prerequisites	MGT220, HTM220 Co-requisites None
Course Content	Introduction to Strategic Management and Business Policy, Basic concepts of Strategic Management
	Corporate Governance
	Corporate Social Responsibility (CSR) and Ethics in Strategic Management
	Environmental Scanning and Hospitality and Tourism Industries Analysis
	Internal Scanning and Analysis: Resource-based view (RBV) of the firm and its more recent developments in terms of ordinary capabilities and strategic dynamic capabilities; approaches to internal scanning and analysis; scanning the internal environment with functional analysis; synthesis of internal strategic factors (IFAS)
	Strategy Formulation: Situational Analysis and Corporate Strategy: SWOT analysis
	Strategy Formulation: Business and Functional Strategy
	Strategy Implementation: Organizing for Action
	Strategy Implementation: Recruitment/Staffing and Directing
	Evaluation and control in strategic management
Teaching Methodology	Face-to-Face
Bibliography	Evans, N.: Strategic Management for Tourism, Hospitality and Events, Routledge, Latest Edition, Taylor & Francis Group.
	Wheelen, T.L., Hunger, D.J., Hoffman, A.N., and Bamford, C.: Strategic Management and Business Policy: Globalization, Innovation and Sustainability, Latest Edition, New York: Prentice, Hall International, Inc.
	Dess, G.G.: Strategic Management: text and cases, Latest Edition, New York: McGraw-Hill.

	Pearce, J.J., and Robinson, R.B.Jr.: Strategic Management: Formulation, Implementation, and Control, Latest Edition, New York: McGraw-Hill. Wheelen, T.L.: Concepts in Strategic Management and Business Policy, Latest Edition, Toward Global.
Assessment	Examinations 70% Assignments 20% Class Participation/Attendance 10% Total 100%
Language	English

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Course Title	Managing Cultural Attractions				
Course Code	HTM405				
Course Type	Compulsory				
Level	Bachelor (1st Cycle)				
Year / Semester	4th Year/1st Semester				
Instructor's Name	Nikolaos Boukas				
ECTS	6	Lectures / week	3 Hours/ 14 Weeks	Laboratories / week	None
Course Purpose and Objectives	To illustrate the importance of sustainable tourism planning for the responsible and competitive growth of tourist destinations and the pertinent industries that compose the tourist system. Objectives: - To explain the beneficial relationship between culture and tourism and investigate how cultural heritage assets can contribute to the sustainable tourist development of a destination, as attractions - To clarify and analyze the concepts and theories of cultural tourism and its impacts on a destination's economy and society - To explain how cultural tourism attractions affect and are affected by the stakeholders of a destination - To present the relationship between cultural tourism and debates about contemporary issues regarding tourist development.				
Learning Outcomes	Upon successful completion of this course students should be able to: - Explain definitions, terms and concepts in regards to cultural heritage management and explain the close relationship between cultural heritage and tourism. - Recognize and analyze the various types of cultural heritage destinations/attractions and explain their characteristics. - Define cultural heritage tourists, identify their types and explain their profile and motivational and experiential characteristics. - Assess the importance of cultural heritage management for cultural heritage tourist development. - Evaluate the role of marketing for cultural heritage tourist destinations. - Compare the various theories regarding cultural heritage tourist planning and identify the key players in cultural heritage tourism as a sustainable form of tourist development.				
Prerequisites	HTM115, HTM315		Co-requisites		None
Course Content	- Defining and conceptualizing cultural tourism - Linking cultural heritage management and tourism management - Challenges in achieving sustainable cultural tourism				

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	- Tourist behaviour and cultural tourism - Cultural Heritage Management: Core concepts, cultural heritage management and tourism, negative and positive impacts of tourism - Tangible Heritage: Scope and significance of tangible assets; tourism, authenticity, and commodification - Intangible heritage and its management; Intangible Heritage Assets- Management and Tourism Issues - Culturally appropriate and sustainable use of assets - Cultural tourism products: A regional perspective - Commodification, environmental bubbles, and cultural tourism products - Introduction - The cultural tourism Market: A cultural tourism typology - Using cultural and heritage assets to brand a destination - Assessing the tourism potential of assets - Asset auditing and planning - Unique features of marketing in cultural tourism - Presentation and management of heritage assets		
Teaching Methodology	Face-to-Face		
Bibliography	McKercher, B. and du Cros, H., Cultural Tourism: The Partnership Between Tourism and Cultural Heritage Management. Haworth Hospitality Press. Du Cros, H. and McKercher, B., Cultural Tourism Paperback, Routedge. Carson, S. and Pennings, M. Performing Cultural Tourism: Communities, Tourists and Creative Practices, Routldege. Richards, G., Cultural Tourism: Global and Local Perspectives. NY: Hayworth. Misiura, S., Heritage Marketing, Oxford: Butterworth-Heinemann, Elsevier Ltd. Smith, M.K., Issues in Cultural Tourism Studies, London: Routledge.		
Assessment	Examinations	70%	
	Assignment	20%	
	Class Participation / Attendance	10%	
	Total	100%	
Language	English		

Course Title	Corporate and Business Law I
Course Code	AEF320
Course Type	Compulsory
Level	Bachelor (1st Cycle)
Year / Semester	4th Year/1st Semester
Instructor's Name	Evripides Hadjinestoros
ECTS	6	Lectures / week	3 Hours/ 14 weeks	Laboratories / week	None
Course Purpose and Objectives	The course will provide the student with an understanding of legal system of Cyprus, legal principles, constitutional principles, torts and contracts. Additionally, the course will deliver to students all the necessary knowledge regarding, the duty of care of accountants and auditors, the role of the agent, the legislation that governs partnerships as well as all the knowledge concerning the constitution of a business organization.To illustrate the importance of sustainable tourism planning for the responsible and competitive growth of tourist destinations and the pertinent industries that compose the tourist system.
	Objectives:
	to explain the beneficial relationship between culture and tourism and investigate how cultural heritage assets can contribute to the sustainable tourist development of a destination, as attractions
	to analyze the concepts and theories of cultural tourism and its impacts on a destination's economy and society
	to identify how cultural tourism attractions affect and are affected by the stakeholders of a destination
	to distinguish the relationship between cultural tourism and debates about contemporary issues regarding tourist development
Learning Outcomes	Upon successful completion of this course students should be able to:
	Comprehend the essential elements of the legal system of Cyprus.
	Discuss the basic legal principles regarding the general legal system, constitutional principles, torts and contracts.
	Explain and analyse the duty of care of accountants and auditors
	Define the role of the agent
	Demonstrate a knowledge of the legislation governing the partnership
	Comprehend the formation and constitution of a business organization.

	Apply the law from theory to practice.		
Prerequisites	Senior Standing	Co-requisites	None
Course Content	The legal system of Cyprus: a) Essential elements of the legal system of Cyprus Court structure: (a) Define law and distinguish types of law. (b) Explain the structure, operation and jurisdiction of the courts. Sources of law: (a) Identify the main provisions and functions of the constitution. (b) Explain the doctrine of necessity and its application in the legal System of Cyprus (c) Explain what is meant by case law and precedent (d) Explain legislation and evaluate delegated legislation (e) Explain the meaning and application of the common law and equity in the legal system of Cyprus (f) Explain the concept and protection of human rights law as provided in the constitution and the European convention on human rights The law of torts: The law of obligations The law of torts: (a) Explain the meaning of tort (b) Identify examples of torts including "passing off' and negligence (c) Explain the duty of care and its breach (d) Explain the meaning of causality and remoteness of damage (e) Discuss defenses to actions in negligence Professional negligence the law of obligations: Professional negligence: Explain and analyse the duty of care of accountants and auditors		

Formation of contracts:

The law of obligations

Formation of contract:

(a) Analyse the nature of a simple contract

(b) Explain the meaning of offer and distinguish it from invitations to
treat

(c) Explain the meaning and consequence of acceptance

Content of contracts:

(a) Distinguish terms from mere representations

(b) Define the various contractual terms

(c) Explain the effect of exclusion clauses and evaluate their control

Discharge and remedies for breach:

The law of obligations

Breach of contract and remedies:

(a) Explain the meaning and effect of breach of contract

(b) Explain the rules relating to the award of damages

(c) Analyse the equitable remedies for breach of contract

Agency:

The formation and constitution of Business organizations

Agency Law:

(a) Define the role of the agent and give examples of such relationships
paying particular regard to partners and company directors

(b) Explain how the agency relationship is established

(c) Define the authority of the agent

(d) Explain the potential liability of both principal and agent

Partnerships:

The formation and constitution of business organisations

Partnerships:

(a) Demonstrate a knowledge of the legislation governing the partnership, both general and limited

(b) Discuss how partnerships are established

(c) Explain the authority of partners in relation to partnership activity

(d) Analyse the liability of various partners for partnership

Company formation:

The formation and constitution of business organizations

Corporations and legal personality:

(a) Distinguish between sole traders, partnerships and companies.

(b) Explain the meaning and effect of limited liability

(c) Analyse the different types of companies, in particular private and public companies

(d) Illustrate the effect of separate personality, and the veil of incorporation

(e) Recognise instances where separate personality will be ignored (Lifting the veil of incorporation)

The formation and constitution of a company:

(a) Explain the role and duties of company promoters, and breach of those duties and remedies available to the company

(b) Describe the meaning of, and the rules relating to, pre-incorporation contracts

(c) Describe the procedure for registering companies, both public and private

Statutory registers, books, records and returns:

The formation and constitution of business organizations (continue)

Company formations:

(a) Describe the statutory books, records and returns that companies must keep or make

	The constitution of the company: The formation and constitution of a business organization (continue) The formation and constitution of a company: (a) Analyse the effect of a company's constitutional documents (b) Explain the contents of the memorandum of association (c) Describe the contents of the model articles of association (d) Explain how articles and memorandum of association can be Changed (e)Explain the controls over the names that companies may or may not Use
Teaching Methodology	Face-to-Face
Bibliography	Ilia A. Kammitsi Michaelides & Charalambos-Marios S. Karapatakis: Cyprus Corporate and Business Law, Latest Edition. Marsh & Soulsby Treitel: Outlines Of English Law, Latest Edition. Keenan and Riches: Business Law, Latest Edition. Upex, R., Bennett, G., Chuah, J., (Contributor), and Davies On Contract, Latest Edition.
Assessment	Examinations 80% Assignment 10% Class Participation / Attendance 10% 100%
Language	English

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Course Title	Research Methods and Data Analysis in Hospitality and Tourism				
Course Code	HTM410				
Course Type	Compulsory				
Level	Bachelor (1st Cycle)				
Year / Semester	4th Year/1st Semester				
Instructor's Name	Christakis Sourouklis				
ECTS	6	Lectures / week	3 Hours/ 14 weeks	Laboratories / week	None
Course Purpose and Objectives	The course helps students to develop an understanding about the usefulness of research for tourism and hospitality, to provide students with knowledge concerning the variety of topics that interest tourism and hospitality literature and how these can be reviewed for further enrichment, to familiarize students with the various techniques needed to obtain data for given research problems, aims and objectives, and to supply knowledge about how data can be analyzed and interpreted into useful information for taking decisions concerning tourism and hospitality issues across and within diverse cultures.				
Learning Outcomes	Upon successful completion of this course students should be able to: Demonstrate skills for finding literature material concerning tourism and hospitality and critically assess this material. Employ a research strategy based on theory and practice, and schedule the necessary methodology for its implementation. Examine and analyze the quantitative and qualitative techniques for the collection and analysis of data for a series of tourism and hospitality topics. Evaluate the outcomes of research and interpret them into useful for enriching the literature and taking decisions, information. Elaborate the levels of difficulty for various categories of projects and deal with time, cost, and work barriers in tourist and hospitality research.				
Prerequisites	AEF105, HTM220		Co-requisites	None	

Course Content	Introducing Research in Tourism and Hospitality fields
	Critically reviewing the literature, theoretical frameworks, collecting and using secondary data sources
	Formulating and clarifying the research topic: writing a research proposal for tourism and hospitality areas of study
	Methodology and Research Design: Deciding on the research approach and choosing a research strategy
	Qualitative research methods for collecting primary data
	Quantitative research methods for collecting primary data
	Measurement concepts, Questionnaire design, Negotiating access and research ethics
	Sampling techniques
	Using statistics: Creating a codebook for primary (or raw) data and transforming them into information, Handling missing data
	Using preliminary statistics: Univariate(or Descriptive) data analysis, Graphical representation and interpretation of data
	Using Bivariate (or Correlations) statistical data analysis to explore relationships between two variables (Parametric and non-parametric tests), Graphical representation and interpretation of data
	Using advanced (or Inferential) statistics: Multivariate data analysis (Parametric and non-parametric tests), Graphical representation and interpretation of data.
Teaching Methodology	Face-to-Face
Bibliography	Finn, M., Elliott-White, M., and Walton, M.: Research Methods for Leisure and Tourism, Latest Edition, Longman.
	Veal, A.J.: Research Methods for Leisure and Tourism: A Practical Guide, Latest Edition, Financial Times / Prentice Hall.
	Ritchie, J. R. B., and Goeldner, C.R.: Travel, Tourism, and Hospitality Research: A Handbook For Managers And Researchers, Latest Edition, Wiley.
	Ryan, C.: Researching Tourist Satisfaction, Latest Edition, Thomson Learning.

	Saunders, M., Lewis, P., and Thornhill, A.: Research Methods for Business Students, Latest Edition, Italy: FT, Prentice Hall, Pearson Education. Zikmund, W. G., Babin, B.J., Carr, J.C., and Griffin, M.: Business Research Methods, Latest Edition, Canada: South-Western Cengage Learning. Pallant, J.: SPSS survival manual. A step by step guide to data analysis using SPSS, Latest Edition, Open University Press.
Assessment	Examinations 70% Assignments 20% Class Participation/ Attendance 10% 100%
Language	English

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Course Title	Placement in Hospitality and Tourism Enterprises
Course Code	HTM415
Course Type	Compulsory
Level	Bachelor (1st Cycle)
Year / Semester	4th Year/1st Semester
Instructor's Name	Stelios Marneros

ECTS	6	Lectures / week	16 Weeks	Laboratories / week	None

Course Purpose and Objectives	The course provides to students an opportunity to practice at non-supervisory level positions (on-the-job, at an actual hotel, tourism office/agency, and event-organizer workplace-site, etc.), transfer and develop industry specific and business skills they acquire at the academic course work in the university, as well as enable them to develop personal responsibility and gain an understanding of the work environment.
Learning Outcomes	Upon successful completion of this course students should be able to: Demonstrate theoretical skills on hotel, tourism and event services and deliver them in practice. Elaborate with the challenges of real problems in a workplace environment. Develop the ability to analyze and propose solutions to workplace related problems. Practice in a real business and perform non-supervisory tasks. Integrate as part of a team for the successful operation of a hospitality and tourism business department, and demonstrate an understanding of the relationship between departments.

Prerequisites	HTM205, HTM210	Co-requisites	None

Course Content	The proposed period in industry should be set at 16 weeks or four-month period (a minimum of 150 working hours). This could commence right at the beginning of Fall Semester i.e. in October and finish at the beginning of Spring Semester i.e. in February. The placement programme should include all areas covered in the theoretical part of the course (Food & Beverage, Front-office, Marketing etc.). It should, however be flexible (in terms of the duration

	to be spent by students in each department) to accommodate any special needs that employers might have. During placement, students should have an opportunity to observe and learn from experienced supervisory and managerial personnel in a real-life working setting in the respective departments of the workplace. The evaluation system for this course should give authority to the various department heads in a hotel or any other tourist business to assess our students with various pre-set guidelines, such as, punctuality; relationship with other staff; initiative; response to pressure; communication skills; flexibility/adaptability etc.
Teaching Methodology	Face-to-Face and On-the-Job
Bibliography	N/A
Assessment	Performance on the job 100% Pass/ Fail
Language	English

Course Title	Internship in Hospitality and Tourism Enterprises				
Course Code	HTM420				
Course Type	Compulsory				
Level	Bachelor (1st Cycle)				
Year / Semester	4th Year/2nd Semester				
Instructor's Name	Christakis Sourouklis				
ECTS	24	Lectures / week	16 Weeks	Laboratories / week	None
Course Purpose and Objectives	The course provides to students an opportunity to practice at non-supervisory level positions, and, at supervisory and managerial level positions (on-the-job, at an actual hotel, tourism office/agency, and event-organizer workplace-site, etc.), to transfer and develop industry specific and business skills they acquire at the academic course work in the university, as well as enable them to develop personal responsibility and gain an understanding of the work environment.				
Learning Outcomes	Upon successful completion of this course students should be able to: Employ the theoretical knowledge on hotel, tourism and event management on a business context. Examine the contemporary challenges that the hospitality and tourism industries are phasing on a daily basis. Apply the operational and managerial tools on real-time situations with other employees in non-supervisory, supervisory and managerial level positions. Integrate as part of a team for the successful operation of a hospitality or tourism business department, and demonstrate an understanding of the relationship between departments.				
Prerequisites	HTM415		Co-requisites	None	
Course Content	The proposed period in industry should be set at 16 weeks or four-month period (a minimum of 600 working hours). This could commence right at the beginning of Spring semester i.e. in February and finish at the beginning of Fall Semester i.e. in October. This period will also provide students with the opportunity to carry out a special investigation on a topic of their own choice, produce a report, as well as present their findings. Students who enroll in this course will be expected to work under the direct supervision of the hotel's management. The training programme should include all areas covered in the theoretical part of the course (Food & Beverage, Front-office, Marketing etc.). It should, however be flexible (in terms of the				

duration to be spent by students in each department) to accommodate any special needs that employers might have.

During training, students should have an opportunity to observe and learn from experienced supervisory personnel in a real-life working setting and on undertaking supervisory roles themselves in the respective departments of the workplace as well (after an agreement/consultation between the university, the student and the industry involved in which the student is undertaking his/her internship). The minimum number of hours that our students should spend in each department should be at least 120 hours.

The evaluation system for this course should give authority to the various department heads in a hotel or any other tourist business to assess our students with various pre-set guidelines, such as, punctuality; relationship with other staff; initiative; response to pressure; communication skills; flexibility/adaptability etc. (70%). The hotel or any other tourism business is expected to fill in and submit to the university a detailed questionnaire (Log Book) regarding the performance of the student. In addition, students will also be assessed for their written report and oral presentation on their chosen topic (30%).

Instructors of this course should also visit students at their place of work (at least once during their Internship). This will give a chance to instructors to observe their students "on the job" as well as get feedback from their immediate supervisors. Moreover, students will definitely appreciate a visit by their instructors. Recent developments and contemporary issues pertaining to the subject-matter of the course should be discussed.

Teaching Methodology	Face-to-Face and On-the-Job		
Bibliography	N/A		
Assessment	Performance on the job	70%	
	Assignments	30%	
	Total	100%	
Language	English		

Course Title	Independent Study in Hospitality and Tourism				
Course Code	HTM425				
Course Type	Compulsory				
Level	Bachelor (1st Cycle)				
Year / Semester	4th Year/2nd Semester				
Instructor's Name	Nikolaos Boukas				
ECTS	6	Lectures / week	3 Hours/ 3 weeks	Laboratories / week	None
Course Purpose and Objectives	To provide specialized knowledge and skills in the fields of tourism and hospitality through a project by independent study. Objectives: To explain the turbulent environment that tourism and hospitality enterprises operate within and the various forces that characterize it To demonstrate cases in the fields of hospitality and tourism that require further examination and attention for their efficient management To help students develop their analytical, research, and presentation skills				
Learning Outcomes	Upon successful completion of this course students should be able to: Analyze, diagnose and structure hospitality and tourism managerial problems using valid theory on the issues involved. Explain in depth contemporary issues of tourism and hospitality by demonstrating a critical stand and problem solving skills. Demonstrate analytical and research skills as well as effective presentation techniques. Demonstrate holistic problem solving and decision making skills in tourism and hospitality business situations that involve the organization as a whole.				
Prerequisites	HTM115, HTM410	Co-requisites		None	
Course Content	Independent study on a subject of interest to the student with the approval of the Management Coordinator and under the direction of Faculty member(s). The student must do the actual research and write the report. Regular meetings with a faculty member for progress review will take place. The student must submit:				

	(a) A written, formal research or topic proposal to the advisor. The proposal should include an analysis of at least ten relevant academic articles and/or books. (b) A final research paper in accordance with the supervising instructor's guidance.
Teaching Methodology	Face-to-Face and Independent Study, Independent Study Writing, Research, and Consultation
Bibliography	A variety of books and related journals will be chosen by the instructor pertaining to the issues under consideration.
Assessment	Independent Study Proposal — 20% Independent Study — 80% Total — 100%
Language	English