

Doc. 300.1.3

Date: 14.2.2025

# Feedback Report from EEC Experts

- Higher Education Institution: C.D.A COLLEGE
- Town: : Limassol
- School/Faculty: School/Faculty
- Department: Department/Sector
- Programme of study under evaluation  
Name (Duration, ECTS, Cycle)

## In Greek:

ΔΙΟΙΚΗΣΗ ΤΟΥΡΙΣΤΙΚΩΝ ΕΠΙΧΕΙΡΗΣΕΩΝ (2 ΈΤΗ, 120 ECTS ΔΙΠΛΩΜΑ)

## In English:

TRAVEL & TOURISM ADMINISTRATION (2 YEARS, 120 ECTS / DIPLOMA)

- Language(s) of instruction: English
- Programme's status: Currently Operating
- Concentrations (if any):

In Greek: Concentrations

In English: Concentrations

**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 to 2021 [L.136(I)/2015 – L.132(I)/2021].**

## A. External Evaluation Committee (EEC)

<i>Name</i>	<i>Position</i>	<i>University</i>
<b>Astrid Dickinger</b>	Dean and Head of School of Tourism and Service Management	Modul University Vienna
<b>Varvara Georgiou</b>	Student Representative	Cyprus University of Technology
<b>Tom Baum</b>	Professor of Tourism Employment	University of Strathclyde
<b>Sotiris Hji-Avgoustis</b>	Professor, Chairperson	Ball University, Indiana
<b>Name</b>	Position	University
<b>Name</b>	Position	University

## **B. Guidelines on content and structure of the report**

*The EEC based on the external evaluation report (Doc.300.1.1 or 300.1.1/2 or 300.1.1/3 or 300.1.1/4) and the Higher Education Institution's response (Doc.300.1.2), must justify whether actions have been taken in improving the quality of the programme of study in each assessment area.*

# 1. Study programme and study programme's design and development (ESG 1.1, 1.2, 1.7, 1.8, 1.9)

## EEC's final recommendations and comments on the HEI's response

The comments of the EEC are very positive and the 1<sup>st</sup> section “Study programme and study programme's design and development” is evaluated as Compliant by the EEC.

Areas of improvement and recommendations by EEC	Actions Taken by the Institution	EEC's final recommendations and comments on the HEI's response
Reconsider some of the subject titles and content to better reflect current trends and demands. For example, Tourism Information Systems, Travel Writing, Communication. Key contemporary terminologies relevant to the sector should be included: 'sustainability', 'Tourist experience', 'UN SDGs' 'e-Tourism' etc.	Following the suggestions and recommendations of the EEC, we have updated the syllabi of the following courses giving emphasis to sustainability and UN SDGs: <i>Travel Writing</i> which changed to <b>English Communication in Tourism</b> , <i>Commercial Correspondence</i> , <i>Tourism Operations Systems</i> which changed to <b>Tourism Information Systems</b> , and <i>Introduction to Tourism</i> . All adjustments are shown in red color in <b>Annex 1</b>	Compliance
The role of technology and tourism as well as Sustainability should be re-visited in the curriculum.	Tourism Innovation Technology, Sustainability and Creativity - a global perspective on how the tourism industry is changing and taking advantage of emerging technologies, which will help them to foresee potential changes in the industry and plan for the future. Tourism innovation is defined as innovating in a cost-efficient manner by taking into account the available resources.	Compliance

	<p>Although a lot of the current syllabi already refers to <b>Sustainability</b>, for example the module <i>Tourism Planning &amp; Development</i> we have intensified the presence of the notion further. In addition, lecturers before the beginning of an academic semester meet and discuss any changes or trends that affect the travel industry and come to a mutual decision as what to include in their lectures over and above the syllabi so as to be an alignment with the international tourism environment.</p> <p>The College also organizes seminars and educational fields so as the students to be familiar with new trends and technology.</p>	
Ensure that the literature is up to date and represents current practices.	Following the comments of the EEC we have already proceeded with the order of more updated literature. <b>See Annex 2</b>	Compliance
In accordance to the above, 'Information Management' 1.4, the following information could be made more readily accessible and monitored: (i) key performance indicators, (ii) profile of the student population, (iii) student progression, success and drop-out-rates (iv) graduate employment information.	Key Performance Indicators (KPIs) are performance metrics that can be tracked, measured and analyzed. CDA College uses KPIs to understand how a program, department, course or a student is progressing toward their goals. KPIs are the tools to understand and measure the success of the College. Furthermore, these KPIs help the College to monitor and evaluate how well they're	Compliance

	<p>performing, and direct their policy formulation and target setting.</p> <p>C.D.A College has already established KPIs which are extensively evaluated by the Administration of the College. The KPIs at C.D.A College are measured through:</p> <ul style="list-style-type: none"> <li>- students' evaluation form (the students are asked at the end of the semester or the academic year to evaluate their teacher &amp; administrative staff such as the director of the campus, student welfare etc.)</li> <li>- program of study evaluation from</li> <li>- self-evaluation from (academic and administrative staff)</li> <li>- evaluation of the lecturer by the director or program coordinator</li> <li>- complaint form</li> <li>- Other Academic matters form etc.</li> </ul> <p>The results which are retrieved by these evaluations are sent to the Chairman &amp; General Director of the Program and are studied thoroughly.</p> <p><b>CDA College Information Management</b></p> <p>CDA College strongly believes in transparency and that is why all-important information is published on our website as well as in the</p>	
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	<p>College Prospectus (yearly approved by the Ministry of Education) and is accessible by everybody. For example, on our website (<a href="#">Homepage - CDA College</a>) someone can find all information concerning our Programs of Study such as learning outcomes, structure of a program, academic staff etc.</p> <p>Also, Moodle (<a href="#">CDA College: Log in to the site</a>) and its Addons are extensively used by students and academic staff.</p> <p><b>Alumni (graduate employment information):</b>  Our website also provides information to all graduates through the Alumni section. A graduate automatically becomes member of the Alumni Association upon its graduation from the College. Alumni members can receive, if given permission receive promotion material, job vacancies and the newsletter of the college. Alumni records are kept by the College and are use in statistics and surveys. Our Alumni records in all branches are updated every five years. It is important for us to keep in touch with our graduates and be inform of their professional achievements. The success of the College lies behind the employability rates of its graduates.</p>	
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	<p><b>Profile of the student population:</b>  The College keeps separate records for all its students. Upon their registration, students complete a number of forms and give us the permission to access their personal data and information. The Ministry of Education conducts every year statistics on the profile of the student population and specific data are asked such as gender, religion, marital status, academic level etc. and we as college we have to submit all these information to the Ministry. Furthermore, it is important for an academic institution to know the profile of its student population so as to face any problems and difficulties might come across.</p> <p><b>Student progression, success and drop-out-rates:</b> Another important aspect that we take into consideration is the drop out &amp; passing rates. Records are kept which are used in surveys either conducted by the College itself as well as by the Ministry of Education, Sports and Youth.</p> <p>Also, the metrics and statistics which are retrieved through google analytics concerning our webpage, social media advertisements are also important key</p>	
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	factors which are included in feasibility reports.	
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## 2. Student - centred learning, teaching and assessment (ESG 1.3)

### EEC's final recommendations and comments on the HEI's response

The comments of the EEC are very positive and the **2<sup>nd</sup> section “Student – centred learning, teaching and assessment”** is evaluated as Compliant by the EEC.

Areas of improvement and recommendations <b>by EEC</b>	Actions Taken by the Institution	EEC's final recommendations and comments on the HEI's response
Consider widening opportunities for exposure to practical skills development relevant to employment in travel and tourism, e.g. customer service skills and service problem solving	<p>Students are also encouraged to attend seminars that would help them enrich their CV.</p> <p>Also, on campus workshops are organized that students can attend free and thus work on their practical skills.</p> <p>For example, in 2023 an open to all students (from all campuses) workshop on “Air Fare and Ticketing” was organized in our campus Larnaca. The students were given the opportunity to work on specific program on air fare and ticketing and to make their bookings and issue airline tickets.</p> <p>Moreover, Amadeus with whom we have a collaboration organized professional seminars and students can attend paying a small fee since the majority of the fee is absorbed by the College.</p> <p>There was also an English workshop at the Nicosia Campus and students from all campuses attended. The workshop was mostly organized to help students to prepare successful writing pieces as well as public speaking techniques.</p>	Compliance

<p>Training for front line employees dealing with stress, time management and customer care should be made a priority.</p>	<p>Seminars on Stress Management, Time Management and Customer Service are organized every year at the College by professionals such as psychologists, Human resource Directors etc. so as to help the front-line employees to deal with any incident that takes at the College and for them to be able to organize their workload. Our college has an in-house psychologist and he is available to all students and staff (academic and administrative) either with online sessions or with physical presence.</p>	<p>Compliance</p>
<p>Teaching faculty should meet and exchange their teaching material in a required and structured approach.</p>	<p>Teaching faculty meets three times every semester (before the beginning, in the middle and at the end of the semester) and they discuss any problems that might appear and exchange ideas and suggestions. Also, there is a Departmental meeting e.g. the Department of Travel and Tourism meets and discusses any issues concerning their department, students' progression, assessment methods, syllabus etc. Moreover, the Moodle platform and more specifically the addon "MyCDACommunity" gives us the opportunity to communicate with colleagues at any time. Because the accredited programs are the same in all campuses, we all have a common syllabus. If there is room for update, we discuss it amongst us and proceed with the update of the syllabus. We are only allowed by</p>	<p>Compliance</p>

	<p>the Agency a 10% change on syllabus without reporting back.</p> <p>If we would like to make more than 10% changes, we have to send it to the Agency for approval or wait until the next accreditation.</p>	
<p>Training on newer technology, AI and tools that are more up to date should be facilitated.</p>	<p>All Staff, faculty and academic staff is encouraged to attend seminars on newer technology and trends.</p> <p>The College funds the attendance of its staff to these seminars.</p> <p>Some of the latest seminars that our staff has attended are:</p> <p>“Effective Content Marketing: Creating Trusted Brands Through Storytelling”</p> <p>“Digital Advertising Methodologies &amp; Techniques to Increase Company Sales”</p>	<p>Compliance</p>

### 3. Teaching staff (ESG 1.5)

#### EEC's final recommendations and comments on the HEI's response

The comments of the EEC are very positive and the 3<sup>rd</sup> section **"Teaching Staff"** is evaluated as Compliant by the EEC.

Areas of improvement and recommendations <b>by EEC</b>	Actions Taken by the Institution	EEC's final recommendations and comments on the HEI's response
The colleges should build communities of practice across their campus locations to share ideas and resources. This would ensure common standards of assessment.	<p>The Management of the College encourages the cooperation between its four branches. Academic staff of all specialties arrange meetings so as to share notes and new teaching methods.</p> <p><b>Also, the Moodle platform and more specifically the addon "MyCDACommunity" gives us the opportunity to communicate with colleagues at any time. Because the accredited programs are the same in all campuses, we all have a common syllabus. If there is room for update, we discuss it amongst us and proceed with the update of the syllabus.</b> We are only allowed by the Agency a 10% change on syllabus without reporting back. If we would like to make more than 10% changes, we have to send it to the Agency for approval or wait until the next accreditation.</p> <p><b>Even the assessment methods have common standards in all campuses so as to have uniformity.</b> for example, all courses would have a mid-term examination, give a percentage for class participation, have the</p>	Compliance

	<p>students to prepare a small project. However, assessment methods can vary due to the nature of each module. But what is more important it is that all lecturers discuss between them and decide on common assessment methods and techniques. Of course, the Internal Committee is always willing to help and assist all lecturers in any way possible.</p> <p>Except the departmental meetings, twice a year we have a general meeting which gives us the opportunity to see all our colleagues.</p>	
<p>The college should build on the momentum the Erasmus+ provides for improving both teaching and administrative processes.</p>	<p>In our college, there is an Erasmus office, whose coordinator is Ms. Christina Agathangelou and there are Erasmus officers in all our branches. There has been a transformation of the Erasmus since 2021 and has been integrated with our "Aristotle" Research Center. These two offices work together perfectly and have already submitted several programs through Erasmus + and we await responses.</p> <p>In addition, administrative and academic staff from all 4 branches are given the opportunity through Erasmus mobilities to visit European Institutions.</p> <p>Erasmus mobilities and programmes allow the staff both academic and administrative to upgrade and update their skills</p>	<p>Compliance</p>

	<p>and thus enhance their knowledge. Therefore, by visiting other European Institution they become familia with new teaching techniques or and more sufficient administrative methods which would definitely benefit not only our students but our college in general.</p> <p>It is also important to note that we have just been awarded a new funding for Erasmus mobilities for the next academic year.</p> <p><b>Please See Annex 3 for all Erasmus Actions.</b></p>	
<p>Faculty should monitor industry development but at the same time they should monitor current findings by academics. This should inform their teaching to stay ahead of trends.</p>	<p>CDA College established closer links between the institution and the industry such as hotels, travel agencies etc.</p> <p>In the specific program, the majority of the academic faculty are linked to the travel industry. Some of them used to work or are still working in well-known travel agencies or hotel units of the island. Thus, their professional expertise allows them to monitor industry developments and then present them in their classes. Moreover, it provides vital insights and awareness of professional career opportunities and job vacancies locally and abroad. This is a vital stepping stone in enhancing the relations of the College and its students with businesses.</p> <p>Faculty members are also encouraging to attend seminars and monitor current findings by</p>	<p>Compliance</p>



	<p>academics so as to stay ahead of trends.</p> <p>We have collaboration with Sabre and recently with Amadeus in offering extra training and seminars to our lecturers and students and thus to get a better feel of the industry.</p> <p>Another important addition, it is the involvement of stakeholders with whom we have a close cooperation and the academic faculty have the opportunity to communicate with them and give them a true insight of the industry.</p>	
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#### 4. Student admission, progression, recognition and certification (ESG 1.4)

##### EEC's final recommendations and comments on the HEI's response

The comments of the EEC are very positive and the **4<sup>th</sup> section “Student Admission, progression, recognition and certification”** is evaluated as Compliant by the EEC.

Areas of improvement and recommendations <b>by EEC</b>	Actions Taken by the Institution	EEC's final recommendations and comments on the HEI's response
<p>The programme successfully recruited in the past, however, post-pandemic recruitment of international students were problematic and the programme is only now being relaunched. Thus, we recommend updating all promotional material to reflect current trends and the actual focus of the programme (update website, print material etc.)</p> <p>There should be more tracking of student progression, dropout rates, grade averages in courses to inform the internal quality management. Relevant key performance indicators should be calculated and monitored.</p>	<p>Following the EEC suggestions but also the relaunching of the program, all promotional material concerning the travel and tourism administration program would be updated as soon as the program is reaccredited so as to reflect current trends and the actual focus of the programme.</p> <p>Our website is constantly being updated with all necessary information concerning our programs, enrollment procedures etc.</p> <p>As mentioned before at 1.4 Management Information, C.D.A College has its KPI's factors. (See above “<b>Study programme and study programme's design and development</b>”)</p>	<p>Compliance</p>

## 5. Learning resources and student support (ESG 1.6)

### EEC's final recommendations and comments on the HEI's response

The comments of the EEC are very positive and the 5<sup>th</sup> section “**Learning resources and student support**” is evaluated as Compliant by the EEC and no recommendations or suggestions were made.

Areas of improvement and recommendations <b>by EEC</b>	Actions Taken by the Institution	EEC's final recommendations and comments on the HEI's response
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Click or tap here to enter text.	Click or tap here to enter text.	Choose level of compliance:
Click or tap here to enter text.	Click or tap here to enter text.	Choose level of compliance:
Click or tap here to enter text.	Click or tap here to enter text.	Choose level of compliance:
Click or tap here to enter text.	Click or tap here to enter text.	Choose level of compliance:

**6. Additional for doctoral programmes**  
(ALL ESG)

**NOT APPLICABLE**

EEC's final recommendations and comments on the HEI's response

Areas of improvement and recommendations by EEC	Actions Taken by the Institution	EEC's final recommendations and comments on the HEI's response
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**7. Eligibility (Joint programmes)**  
(ALL ESG)

**NOT APPLICABLE**

EEC's final recommendations and comments on the HEI's response

Areas of improvement and recommendations by EEC	Actions Taken by the Institution	EEC's final recommendations and comments on the HEI's response
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### C. Conclusions and final remarks

*The EEC must provide final conclusions and remarks, with emphasis on the correspondence with the EQF.*

#### EEC's final conclusions and remarks

Conclusions and final remarks by EEC	Actions Taken by the Institution	EEC's final recommendations and comments on the HEI's response
<p>Generally, the EEC is satisfied with the programme, staff performance, and the physical aspects of the campus. The EEC was also highly satisfied with the performance and engagement of the academic and administrative staff. Although we detected some room for updating the programme, these are considered as minor and can be easily fixed. We had a positive exchange with the management and the staff team on those issues, indicating our recommendations on what and how to improve the College programmes' performance. The EEC concludes that the programme evaluated is compliant with the required standards within each of the five core foundations discussed in this report. The EEC is of the opinion that its recommendations are minor and feasible in order to enhance both student experience and the quality of the programme.</p>	<p>The External Evaluation Committee (EEC) rated all modules of the program as compliant and the College has already taken the appropriate measures by immediately implementing all the minor suggestions and recommendations. CDA College will strengthen its position in the education market by further highlighting the strengths of the College and the curriculum. The College firmly believes that the program "Travel &amp; Tourism Administration, 2 Years, 120 ECTS, Diploma" has a lot to offer to the Higher Education and to the vital sector of Tourism.</p>	<p>Compliance</p>



#### D. Signatures of the EEC

Name	Signature
Tom Baum	
Astrid Dickinger	
Varvara Georgiou	
Sotiris Hji-Avgoustis	
Click to enter Name	
Click to enter Name	

**Date:** 11.02.25



## Annex 1

Course Title	English Communication in Tourism				
Course Code	ENG 102				
Course Type	Compulsory				
Level	Diploma				
Year / Semester of Study	1 <sup>st</sup> Year A Semester				
Lecturer's Name					
ECTS	4	Lectures / week	3	Labs / week	
Course's Aim and Objective	The course focuses on applying certain techniques of travel reporting to produce stories that engage the reader and sell a destination.				
Learning Outcomes	<ul style="list-style-type: none"><li>• Read and discuss classic travel pieces</li><li>• Examine narrative, fictional and literary devices used in travel writing</li><li>• Examine and practice various information gathering strategies</li><li>• Develop stories from their own travel experience</li><li>• Prepare a substantial travel narrative of their own</li><li>• Identify how blogs and vlogs work and their importance in engaging viewers</li><li>• Outline Academic types of writing</li><li>• Apply correctly referencing skills</li></ul>				

Prerequisites	None			
Course Syllabus	<b>Weeks</b>	<b>Learning Outcomes and Content of the Course</b>		
	1	Review basic grammar, punctuation, capitalization, number usage, spelling, and word division. Evaluate listening skills and learn and apply effective listening techniques. Discuss and apply effective oral communication skills (i.e., telephoning, teleconferencing, informal and formal talk). Apply effective writing style in business situations. Discuss and use electronic means of communication. Observe and evaluate nonverbal language.		
	2 - 3	<b>Introduction to Travel Writing</b> Discover the Myths of travel writing. Examine the Types of travel writing. Identify where to find travel writing. Examine Angles and Timeliness. Target an audience. Select destinations. Recognize the importance of craft.		
	3 - 4	<b>Types of Articles</b> -Explore of various types of travel articles-destination, roundups, advice, historical, features. Length. Point of view. Anatomy of an Article - Examine Basic article structure-lead, nut graf, body, kicker. Anatomy of an Article - Identify and examine the Working parts-sense of place, context, people, practical information, facts, opinion. Select Titles.		
	5	Travel Memoir/Essay - Define Travel memoir and essay. Choose subjects, Structure of memoir/essay, Write memoir/essay.		
	6	Guidebooks: Explain The needs of guidebooks. ---Exploration of various types of guidebooks. Examine the process of writing Guidebooks-How to get hired to write a guidebook. Revision for Mid-term Examination		
	7	Mid-Term Exam		
	8 -9	Academic Writing: Descriptive Essay (purely descriptive assignment include: 'identify', 'report', 'record', 'summarize' and 'define'. Use the senses. Specificity. Develop techniques for creativity. Find the right words.		
	10- 11	The Business -Identify Places to publish. Examine How to target editors and publications (travel magazines, brochures)		
	12	Blogs and Vlogs: presentation of experiences/stories through blogs or vlogs, engage viewers through blogs or vlogs		
	13	Presentations		
	14	Revision Preparation for Final Exam		

Methodology	Lectures, blended teaching, flipped learning & teaching presentations, videos, problem and case studies discussion, exercises, articles discussion, independent and private study, preparation of projects, fieldwork and group work.
Bibliography	<p><b>Required Textbooks</b></p> <p>1. Title    How to be a travel writer  Author(s)    Don George  Publisher    Lonely Planet Global Limited  Edition    1<sup>st</sup>  Publ. Year    2017  ISBN    9781787010000</p> <p><b>Textbooks, References, Other Bibliography</b></p> <p>1. Title    The travel writer's handbook: how to write and sell your own travel experiences  Author(s)    Jacqueline Harmon Butler, Louise Purwing Zabel  Publisher    Agate Publishing  Edition    1<sup>st</sup>  Publ. Year    2012  ISBN    9781572847002</p> <p>2. Title    The Cambridge Introduction to Travel Writing  Author(s)    Tim Youngs  Publisher    Cambridge University Press  Edition    1<sup>st</sup>  Publ. Year    2013  ISBN    9780521697392</p> <p>3. Title    Travel Business and More  Author(s)    Entrepreneur Press &amp; R. Mintzer  Publisher    Entrepreneur Press  Edition    2<sup>nd</sup>  Publ. Year    2012  ISBN    978159918110</p> <p>4. <a href="https://www.skillsyouneed.com/learn/academic-referencing.html">https://www.skillsyouneed.com/learn/academic-referencing.html</a></p>
Evaluation	40% coursework and 60% final examination. Passing Mark: 50%
Language	English

Course Title	Commercial Correspondence				
Course Code	ENG 201				
Course Type	Compulsory				
Level	Diploma				
Year / Semester of Study	2 <sup>nd</sup> Year C Semester				
Lecturer's Name					
ECTS	4	Lectures / week	3	Labs / week	
Course's Aim and Objective	The purpose of this course is to teach students the principles of effective communication and to apply those principles in determining and creating appropriate commercial communications.				
Learning Outcomes	<ul style="list-style-type: none"><li>• Write formal correspondence effectively</li><li>• Use speaking and listening techniques efficiently</li><li>• Use graphic aids effectively in their written work</li></ul>				
Prerequisites	None				
Course Syllabus	Week	Learning Outcomes and Content of the Course			
	1	Review basic grammar, punctuation, capitalization, number usage, spelling, and word division. Evaluate listening skills and learn and apply effective listening techniques. Discuss and apply effective oral communication skills (i.e., telephoning, teleconferencing, informal and formal talk). Apply effective writing style in business situations. <b>Discuss and use electronic means of communication.</b> Observe and evaluate nonverbal language.			
	2	Learn and apply effective written communication techniques. Choose language, style, and format appropriate to message's purpose and audience. Apply the six C's (courtesy, conciseness, completeness, correctness, concreteness, and clarity) in business communications. Effectively proofread work for mailability and effectiveness. Type letters and memos in acceptable formats. Compose various types of business letters and simple interoffice			

		memorandums, including a short memo report. <b>Complete tests over principles of business communications.</b>
	3- 4	<p>Write Routine Letters</p> <ol style="list-style-type: none"> <li>1. Routine Responses</li> <li>2. Personnel Evaluation</li> <li>3. Adjustment Grants</li> </ol> <p>Write Indirectly for Bad News and Persuasion</p> <p>Students are introduced to techniques of indirect writing to be used to convey bad news or to persuade.</p> <ol style="list-style-type: none"> <li>1. Refused Requests</li> <li>2. Adjustment Refusals</li> <li>3. Credit Refusals</li> <li>4. Persuasive Requests</li> </ol>
	5	<p>Determine and use proper psychological approach in writing situations. Use direct approach for good and neutral news messages. Use indirect approach for negative news messages. Use persuasive approach for unusual, non-routine requests and sales messages.</p>
	6	<p><b>Complete employment communications.</b> Evaluate personal skills and qualities. Research specific jobs to determine requirements, working conditions, pay, etc. Design and prepare a data sheet (résumé). Prepare a letter of application. Discuss and complete an employment application. Discuss and plan interviewing techniques and attend mock interviews (responses to interview questions, legality of questions, dress, grooming, etc.).</p>
	7	Mid-Term Exam
	8	<p>Apply Writing to Specific Situations:</p> <ol style="list-style-type: none"> <li>1. Persuasion in Sales Letters</li> <li>2. Collection Letters</li> <li>3. Strategy in Job Application</li> <li>4. News Releases</li> </ol>
	9	<p>Examine the Standard and Physical Aspects of Communication:</p> <ol style="list-style-type: none"> <li>1. Graphic Aids to Communication</li> </ol> <p>Students learn how to use graphic aids effectively in their written work., 2. Correctness of Communication: Here students learn how to use the accepted standards of English grammar and punctuation in written Business Communication.</p>

	10 -11	Develop Spoken Communication and Listening Skills: Students learn how to communicate orally in business using speaking and listening techniques. The significance of physical appearance, posture, facial expressions, gestures, and voice quality are explained.
	12	Develop Spoken Communication and Listening Skills: Audience analysis, the several techniques for conducting and participating in meetings as well as good interviewing and listening techniques are explored. Recent developments and contemporary issues pertaining to the subject-matter of the course.
	13	Presentations
	14	Revision for final examinations
Methodology	Lectures, blended teaching, flipped learning & teaching presentations, videos, problem and case studies discussion, exercises, articles discussion, independent and private study, preparation of projects, fieldwork and group work.	
Bibliography	<p><b>1. Title: Business and administrative communication</b>  <b>Author(s): Kitty O. Locker, Jo Mackiewicz, Jeanine Elise Aune, Donna S. Kienzler Professor</b>  <b>Publisher: McGraw - Hill</b>  <b>Edition: 13<sup>th</sup> ed.</b>  <b>Published: 2022</b>  <b>ISBN13: 978-1265045630</b>  <u>Online source</u></p> <p><b>2. Title: Business Communication for Success</b>  <b>ISBN: 978-1-946135-05-6;</b>  <a href="https://open.lib.umn.edu/businesscommunication/">https://open.lib.umn.edu/businesscommunication/</a></p> <p><b><u>Textbooks, References, Other Bibliography</u></b></p> <p><b>1. Title: Excellence in business communication - Business Communication Today(καινούργιος τίτλος)</b>  <b>Author(s): John V. Thill, Coutland L. Bovee</b>  <b>Publisher: Pearson</b>  <b>Edition: 14<sup>th</sup> ed.</b>  <b>Published: 2017</b>  <b>ISBN13: 978-0134642260</b></p>	
Evaluation	40% coursework and 60% final examination. Passing Mark: 50%	

Language	English
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Course Title	<b>Tourism Information Systems</b>
Course Code	<b>INF 101</b>
Course Type	Compulsory
Level	Diploma

Year / Semester of Study	1 <sup>st</sup> Year B Semester				
Lecturer's Name					
ECTS	4	Lectures / week	3	Labs / week	
Course's Aim and Objective	This course is designed to provide students with an awareness of the functions of the information system technology in the tourism industry. Students will address practical issues involved in agency automations, including online reservations systems, e-marketing, digital marketing and the impact of social media in tourism industry. They will also demonstrate their knowledge and design a website for a hotel.				
Learning Outcomes	<ul style="list-style-type: none"><li>• Identify the basic hardware devices, software application as well as networking devices.</li><li>• Explain the importance of ecommerce in travel industry and define ways to protect from computer threats</li><li>• Design a promotion flyer / brochure in Publisher for a hotel or travel agency and learn the methods for e-marketing</li><li>• Identify the role of digital marketing and social media today and be able to show some digital marketing examples</li><li>• Demonstrate their knowledge and design a hotel website through Kompozer</li><li>• Understand the role of CRM, Online Reservation Systems and Restaurant Management Systems in the Hospitality Industry</li><li>• Define the importance of Cloud Computing today</li></ul>				
Prerequisites	None				
Course Syllabus	<b>Weeks</b>	<b>Learning Outcomes and Content of the Course</b>			
	1	<b>Introduction to Computer Essentials</b> <ul style="list-style-type: none"><li>• Explain the role of Information Systems in Business Today</li><li>• Identify the major computer types</li><li>• Be able to understand the terms hardware and software</li><li>• Recognize the basic input and output devices and the basic softwares</li></ul>			
	2	<b>Computer networking &amp; E commerce</b> <ul style="list-style-type: none"><li>• Understand the importance of Internet in Travel Industry</li><li>• Recognize the basic devices for networking</li><li>• Underline the Importance of E-Commerce</li><li>• List the types of E-Commerce</li><li>• Point some examples of online shops</li></ul>			



	3	<b>IT Security in Travel Industry</b> <ul style="list-style-type: none"> <li>Understand the importance of Security in Travel Agency</li> <li>Define the types of computer threats (hackers,</li> <li>Identify the ways of computer and software protection</li> </ul>
	4	<b>E- Marketing (Theory)</b> <ul style="list-style-type: none"> <li>Learn the importance of E-Marketing</li> <li>Learn methods to make promotions online</li> </ul>
	5	<b>E- Marketing (Practical)</b> <ul style="list-style-type: none"> <li>Create brochure and other advertisements for hotel and airlines</li> <li>Create menus and other promotions flyers using Microsoft Publisher</li> </ul>
	6	<b>Digital Marketing and Social Media</b> <ul style="list-style-type: none"> <li>Explain the role of digital marketing for travel industry</li> <li>Understand the use of social media as a part of digital marketing</li> <li>Describe how users share travel experiences on social media through Facebook, Twitter, Instagram and Trip advisor</li> <li>Underline how Email Marketing work</li> <li>Banner Advertisements (Google Adwords, Pay per Click and Social Media Ads)</li> </ul>
	7	<b>Mid-Term Exam</b>
	8	<b>Website Importance (Theory)</b> <ul style="list-style-type: none"> <li>Explain the importance of a website for hotels and airlines</li> <li>Explain the role of user experience in the design of a website</li> <li>Identify the basic tips on how to make a website attractive for hospitality</li> <li>Describe the steps to create a website (Web Hosting, Domain etc)</li> <li>Basic knowledge in HTML and Kompozer Software</li> </ul>
	9	<b>Website Importance (Practical)</b> <ul style="list-style-type: none"> <li>Demonstrate their knowledge and design a small hotel website using Kompozer Software</li> <li>Be able to report any ways to make their website more user-friendly</li> </ul>
	10	<b>CRM – Customer Relationship Management</b> <ul style="list-style-type: none"> <li>Learn the basics in Customer Relationship Management</li> <li>Discover the role of technology in customer data collection</li> <li>Explain how hospitality is using CRM</li> </ul>
	11	<b>Reservation and Online Booking System for Hospitality</b> <ul style="list-style-type: none"> <li>Compare the accommodation and airlines reservation systems (Booking.com, Expedia etc)</li> </ul>

		<ul style="list-style-type: none"> <li>• Explain how Online Booking works for attractions and excursions (Museums etc.)</li> <li>• Car Rental &amp; Activities</li> <li>• Terms &amp; Conditions</li> </ul>
	12	<b>The Impact of AI in the tourism industry</b> <ul style="list-style-type: none"> <li>• Augmenting customer service</li> <li>• Improving operational efficiency</li> <li>• Personalizing travel experiences</li> <li>• Supporting sustainability initiatives</li> <li>• Focusing on efficient and highly personalized solutions tailored to individual needs</li> <li>• Empowering employees</li> <li>• Simplifying logistics</li> </ul>
	13	<b>Cloud Computing for Storage</b> <ul style="list-style-type: none"> <li>• Demonstrate how cloud computing works</li> <li>• Check some cloud computing examples (Dropbox, Google Drive)</li> <li>• Cloud Computing as a Web Hosting</li> </ul>
	14	<b>Revision</b>
Methodology	Lectures, blended teaching, flipped learning & teaching presentations, videos, problem and case studies discussion, exercises, articles discussion, independent and private study, preparation of projects, fieldwork and group work.	
Bibliography	<b>Required Textbooks</b> <ol style="list-style-type: none"> <li>Title: Tourism Information Technology  Author(s): P. Benckendorff, P. J. Sheldon, Zheng Xiang  Publisher: CABI  Edition: 3<sup>rd</sup> ed.  Published: 2019  ISBN13: 978-1786393432</li> </ol> <u><b>Textbooks, References, Other Bibliography</b></u> <ol style="list-style-type: none"> <li>Title: Strategic Marketing in Tourism Services  Author(s): Rodoula H. Tsiotsou, Ronald E. Goldsmith  Publisher: Emerald  Edition: 1st ed.  Published: 2012  ISBN13: 9781780520704</li> <li>Title: E-Tourism, Information Technology for Strategic Tourism Management</li> </ol>	

	Author(s): D. Buhalis Publisher: Prentice Hall Edition: 1 <sup>st</sup> ed. Publ. Year: 2003 ISBN13: 978-0582357402
Evaluation	40% coursework and 60% final examination. Passing mark: 50%
Language	English

Course Title	<b>Introduction to Tourism</b>				
Course Code	<b>TOU 102</b>				
Course Type	Compulsory				
Level	Diploma				
Year / Semester	1 <sup>st</sup> Year A Semester				
Teacher's Name					
ECTS	6	Lectures / week	3	Laboratories / week	--
Course Purpose and Objectives	The course defines tourism and reviews the tourism industry structure, its development and impact on economies and environments around the world.				
Learning Outcomes	<ul style="list-style-type: none"> <li>• Define technical terms of the Tourism industry</li> <li>• Explain the concept of carrying capacity</li> <li>• Identify the economic impacts of tourism</li> <li>• Identify the socio cultural and environmental impacts of tourism</li> <li>• Identify the political impacts of tourism</li> </ul>				

Prerequisites	None	Required	
Course Content	<b>Weeks</b>	<b>Learning Outcomes and Content of the Course</b>	
	1	<b>Introduction to Tourism:</b> Define Tourism and describe and analyse the tourist product.	
	2	<b>Introduction to Tourism:</b> Identify the nature of tourism. Recognize the motivation for a trip; Explain the characteristics of a trip; Identify the modes of tour organization; Examine the composition of the tour; Examine the characteristics of the tourist. The tourist destination. Distinguish the varieties of destination; Evaluate the importance of attractions, amenities and accessibility.	
	3	<b>Review the development and growth of tourism:</b> Explain the all-inclusive holiday. Describe mass market tourism. Justify the development of the spas and explain the rise of the seaside resort. Analyze the tourists' needs and wants. Distinguish the difference between general and specific motivation.	
	4	<b>Demand for tourism:</b> Explain the need for segmentation of the tourism market. Review the consumer process; Explain the tourism "image"; Evaluate attitudes to the product; Assess risk as a factor in tourism choice; Examine the decision-making process; Point out the role of fashion and taste. Identify motivators and facilitators. Explain the factors influencing changes in tourism demand	
	5	<b>Economic Impact of tourism:</b> Review the international tourist market and value the economic data. Examine and analyse the economic impact of tourism and the statistical measurement of tourism	
	6	<b>Economic Impact of tourism:</b> Examine and analyze the economic impact of tourism and the statistical measurement of tourism	
	7	<b>Revision - Mid-term Exam / Assignment Guidelines</b>	
	8	<b>Socio-cultural Impact of tourism:</b> Examine and analyse the legislation and guidance protecting the tourism destination and the socio-cultural effects of tourism. Examine the cultural transgressions and point out the exploitation of indigenous populations.	

	9	<b>Socio-cultural Impact of tourism:</b> Recognize the importance of management of the social impact of tourism. Justify the importance of bringing economic benefits to locals. Evaluate the impact of travel on tourist health. Explain the politico-cultural impacts.
	10	<b>Environmental impact of tourism:</b> Examine the environmental effects of tourism. Analyse the public sector planning for control and conservation. <b>Environmental impact of tourism:</b> Relate the public private sector interface in sustainable development
	11	<b>Political impact:</b> Examine the political effects of tourism, instability and media effect, political parties and tourism planning
	12	<b>The Concept of Carrying Capacity:</b> Examine the dynamics of carrying capacity. Factors influencing carrying capacity, the process of determining carrying capacity- local factors (social structure, cultural heritage, environment, economic structure, political structure, resources)- alien factors (tourist characteristics, types of tourist activity, planning management and technology, impacts, parameters, standards, carrying capacity). Measurement criteria.
	13	<b>Sustainability – UN SDGs – The 17<sup>th</sup> goals for sustainable development - a shared blueprint for peace and prosperity for people and the planet, now and into the future.</b>
	14	Revision-Preparation for Final Exam
Teaching Methodology	Lectures, blended teaching, flipped learning & teaching presentations, videos, problem and case studies discussion, exercises, articles discussion, independent and private study, preparation of projects, fieldwork and group work.	
Bibliography	<p><b><u>Required Textbooks</u></b></p> <p>1. Title: The business of tourism  Author(s): J. Christopher Holloway, Claire Humphreys  Publisher: Pearson  Edition: 12<sup>th</sup> ed.  Published: 2022  ISBN13: 978-152-978-098-7</p> <p><b><u>Textbooks, References, Other Bibliography</u></b></p> <p>1. Title: Tourism: principles and practice</p>	

	<p>Author(s): John Fletcher, Alan Fyall, David Gilbert, Stephen Wanhill</p> <p>Publisher: Pearson</p> <p>Edition: 6<sup>th</sup> ed.</p> <p>Published: 2017</p> <p>ISBN13: 978-1292172354</p> <p><b>Academic Journals</b></p> <p>Annals of Tourism Research, Tourism Management, Current Issues in Tourism, Tourism Analysis, Services Research in Tourism, Tourism Recreations Research, , Journal of Sustainable Tourism, Tourism in Hospitality Research, International Journal of Contemporary Hospitality Management, International Journal of Hospitality and Tourism Administration, Annals of Leisure Research.</p>
Assessment	40% coursework and 60% final examination. Passing Mark: 50%
Language	English

**Annex 2**

## **LIBRARY LIST OF TEXTBOOKS USED**



### **TRAVEL AND TOURISM ADMINISTRATION (2 Years, Diploma / 120 ECTS)**

**Larnaca  
2024**

## List of Textbooks Used

### Travel and tourism administration

Two (2) years – Diploma – Full Time / 120 ECTS

#### A' Semester

#### ECTS 6: TOU 101 – Destination Geography

#### Required Textbooks

1. Title: Worldwide destinations: the geography of travel and tourism  
Author(s): Brian Boniface, Robyn Cooper, Chris Cooper  
Publisher: Routledge  
Edition: 9<sup>th</sup> ed.  
Published: 2024  
ISBN: 9781032524917

#### Textbooks, References, Other Bibliography

1. Title: World regional geography: global patterns, local lives  
Author(s): Lydia Pulsipher, Ola Johansson, Alex Pulsipher  
Publisher: W. H. Freeman  
Edition: 8<sup>th</sup> ed.  
Published: 2019  
ISBN13: 978-1319206772
2. Title: International Travel and Tourism Training Program. Air Fares and Ticketing I  
Author(s): IATA  
Publisher: IATA  
Edition: 5.16  
Pbl. Year: 2018
3. Title: Tourism geography: critical understandings of place, space and experience  
Author(s): Stephen Williams, Alan A. Lew  
Publisher: Routledge  
Edition: 3<sup>rd</sup> ed.  
Published: 2015  
ISBN13: 978-0415854443
4. Title: The geography of tourism and recreation: environment, place & space  
Author(s): C. Michael Hall, Stephen J. Page



Publisher: Routledge

Edition: 4<sup>th</sup> ed.

Published: 2014

ISBN13: 9780415833998

### **ECTS 6: TOU 102 – Introduction to tourism**

#### **Required Textbooks**

2. Title: The business of tourism  
Author(s): J. Christopher Holloway, Claire Humphreys  
Publisher: Pearson  
Edition: 12<sup>th</sup> ed.  
Published: 2022  
ISBN13: 978-152-978-098-7

#### **Textbooks, References, Other Bibliography**

2. Title: Tourism: principles and practice  
Author(s): John Fletcher, Alan Fyall, David Gilbert, Stephen Wanhill  
Publisher: Pearson  
Edition: 6<sup>th</sup> ed.  
Published: 2017  
ISBN13: 978-1292172354

### **ECTS 6: AFT 101 – Air fares & ticketing I**

#### **Required Textbooks**

1. Title: International Travel and Tourism Training Program. Air Fares and Ticketing I  
Author(s): IATA  
Publisher: IATA  
Edition: 5.16  
Published: 2018

### **ECTS 4: ENG 102 – Travel writing**

#### **Required Textbooks**

1. Title: How to be a travel writer  
Author(s): Don George  
Publisher: Lonely Planet  
Edition: 4<sup>th</sup> ed.

Published: 2017

ISBN13: 9781786578662

### **Textbooks, References, Other Bibliography**

1. Title: The travel writer's handbook: how to write and sell your own travel experiences  
Author(s): Jacqueline H. Butler, Louise P. Zobel  
Publisher: Agate Surrey  
Edition: 7<sup>th</sup> ed.  
Published: 2012  
ISBN13: 978-1572841314
2. Title: The Cambridge introduction to travel writing  
Author(s): Tim Youngs  
Publisher: Cambridge University Press  
Edition: 1<sup>st</sup> ed.  
Published: 2013  
ISBN13: 978-0521697392
3. Title: Travel business and more  
Author(s): [The Staff of Entrepreneur Media](#) & R. Mintzer  
Publisher: Entrepreneur Press  
Edition: 2<sup>nd</sup> ed.  
Published: 2012  
ISBN13: 978-1599184333
4. Academic Referencing  
Read more at: <https://www.skillsyouneed.com/learn/academic-referencing.html>

### **ECTS 4: ACC 101 – Basic accounting principles**

### **Required Textbooks**

1. Title: Accounting Essential for hospitality managers  
Author(s): Chris Guilding & [Kate Mingjie Ji](#)  
Publisher: Routledge  
Edition: 4<sup>th</sup> ed.  
Published: 2022  
ISBN13: 9781032024325

### **Textbooks, References, Other Bibliography**

1. Title: Foundations of airlines finance: methodology and practice

Author(s): Bijan Vasigh & [Zane C. Rowe](#)

Publisher: Routledge

Edition: 3<sup>rd</sup> ed.

Published: 2019

ISBN13: 978-1138367814

2. Title: Frank Wood's Business Accounting Volume 1

Author(s): Frank Wood & [Alan Sangster](#) & [Lewis Gordon](#)

Publisher: FT Financial Time Management

Edition: Pearson

Published: 2018

ISBN13: 978-1292208626

#### **ECTS 4: LAN 101 - Greek I**

#### **Required Textbooks**

1. Title: Ταξίδι στην Ελλάδα 1: Νέα Ελληνικά για ξένους: Επίπεδα A1&A2

Author(s): Έφη Γκαρέλη, Έφη Καπούλα, Στέλλα Νεστοράτου

Publisher: Γρηγόρη

Edition: 6<sup>η</sup> έκδ.

Published: 2021

ISBN13: 978-960-333-754-6

2. **Ηλεκτρονική πηγή**

Title: Εκμάθηση της ελληνικής γλώσσας, επίπεδο A1: Εγχειρίδιο και τετράδιο ασκήσεων

Author(s): Θανάσης Αγάθος, Ιωάννης Γαλαντόμος, Βαγγέλης Ιντζίδης, Ελένη Καραντζόλα, Νίκος Ρουμπής, Γιώργος Σιμόπουλος

Publisher: Ινστιτούτο Διαρκούς Εκπαίδευσης ενηλίκων

Edition: -

Publ. Year: 2011

ISBN: 978-960-7335-43-2

Link ebook: <https://www.openbook.gr/ekmathisi-tis-ellinikis-glwsas-epipedo-a1-egxeiridio/>

#### **Textbooks, References, Other Bibliography**

1. Author(s): Αρβανιτάκης Κλεάνθης και Αρβανιτάκη Φρόσω

Publisher: Δέλτος

Edition: 1st rev. ed.

Publ. Year: 2012

ISBN: 978-960-8464-13-1

2. Title: ΚΛΙΚ στα ελληνικά Επίπεδο Α1: Μέθοδος εκμάθησης της ελληνικής ως δεύτερης/ξένης γλώσσας (για εφήβους και ενήλικους)

Author(s): Μαρία Καρακώργιου & Βικτώρια Παναγιωτίδου

Publisher: Κέντρο Ελληνικής Γλώσσας

Published: 2018

ISBN 978-960-7779-64-9

#### **ECTS 4: LAN 102 – Russian I\***

##### **Required Textbooks**

1. Title: Russian language: essential grammar and conversation language  
Author(s): Artemiy Belyaev  
Publisher: CreateSpace Independent Publishing Platform  
Edition: 1st ed.  
Published: 2016  
ISBN13: 978-153-985-726-6 / ISBN10: 153-985-726-3

##### **Textbooks, References, Other Bibliography**

1. Title: Living language Russian / Complete edition  
Author(s): Living language, Constantine Muravnik  
Publisher: Living Language  
Edition: 1<sup>st</sup> ed.  
Published: 2013  
ISBN13: 978-030-797-210-1 / ISBN10: 030-797-210-0

#### **B' Semester**

#### **ECTS 4: INF 101 – Tourism Operation system**

##### **Required Textbooks**

2. Title: Tourism Information Technology  
Author(s): P. Benckendorff, P. J. Sheldon, [Zheng Xiang](#)  
Publisher: CABI  
Edition: 3<sup>rd</sup> ed.  
Published: 2019

ISBN13: 978-1786393432

### **Textbooks, References, Other Bibliography**

3. Title: Strategic Marketing in Tourism Services  
Author(s): Rodoula H. Tsiotsou, Ronald E. Goldsmith  
Publisher: Emerald  
Edition: 1st ed.  
Published: 2012  
ISBN13: 9781780520704
4. Title: E-Tourism, Information Technology for Strategic Tourism Management  
Author(s): D. Buhalis  
Publisher: Prentice Hall  
Edition: 1<sup>st</sup> ed.  
Publ. Year: 2003  
ISBN13: 978-0582357402

### **ECTS 6: AFT 102 – Air fares & Ticketing II**

#### **Required Textbooks**

1. Title: International travel and tourism training program. Air Fares and Ticketing I  
Author(s): IATA  
Publisher: IATA  
Edition: 5.16  
Published: 2018

### **ECTS 6: TOU 103 – Tourism Business**

#### **Required Textbooks**

1. Title: The business of tourism  
Author(s): J. Christopher Holloway, Claire Humphreys  
Publisher: SAGE Publications Ltd  
Edition: 12<sup>th</sup> ed.  
Published: 2023  
ISBN13: 978-1529780994

### **Textbooks, References, Other Bibliography**

1. Title: Operation management in the travel industry  
Author(s): Peter Robinson, Paul Fallon, Harry Cameron & John C. Crotts

Publisher: CABI

Edition: 2<sup>nd</sup> ed.

Published: 2016

ISBN13: 978-178-064-610-7 / ISBN10: 178-064-610-0

2. Title: Tourism: principles and practice

Author(s): John Fletcher, Alan Fyall, David Gilbert

Publisher: Pearson

Edition: 6<sup>th</sup> ed.

Published: 2017

ISBN13: 978-1292172354

### **ECTS 6: TOU 202 – Human Geography**

#### **Required Textbooks**

1. Title: Introduction to Human Geography

Author(s): Caitlin Finlayson

Publisher: Kindle Edition

Edition: 1<sup>st</sup> ed.

Published: 2021

ISBN13: 979-8528399584

#### **Textbooks, References, Other Bibliography**

1. Title: Introduction to Human Geography

Author(s): David Dorrell, Georgia Gwinnett, Joseph P. Henderson, Georgia Gwinnett

Publisher: University of North Georgia

Edition: 2<sup>nd</sup> ed.

Published: 2019

ISBN13: 978-1940771601

### **ECTS 4: STA 101 – Statistics**

#### **Required Textbooks**

1. Title: Understanding basic statistics

Author(s): Charles H. Brase, Corrinne P. Brase, Jason Dolor & James Seibert

Publisher: Cengage

Edition: 9<sup>th</sup> ed.

Published: 2023

ISBN13: 978-0357757352

### **Textbooks, References, Other Bibliography**

1. Title: Statistical techniques in business and economics

Author(s): Douglas A. Lind, Douglas A. Lind, William G. Marchal

Publisher: McGraw – Hill / Irwin

Edition: 18<sup>th</sup> ed.

Published: 2020

ISBN13: 978-1260239478

### **ECTS 4: LAN 103 – Greek II**

### **Required Textbooks**

3. Title: Ταξίδι στην Ελλάδα 1: Νέα Ελληνικά για ξένους: Επίπεδα A1&A2

Author(s): Έφη Γκαρέλη, Έφη Καπούλα, Στέλλα Νεστοράτου

Publisher: Γρηγόρη

Edition: 6<sup>η</sup> έκδ.

Published: 2021

ISBN13: 978-960-333-754-6

4. **Ηλεκτρονική πηγή**

Title: Εκμάθηση της ελληνικής γλώσσας, επίπεδο A1: Εγχειρίδιο και τετράδιο ασκήσεων

Author(s): Θανάσης Αγάθος, Ιωάννης Γαλαντόμος, Βαγγέλης Ιντζίδης, Ελένη Καραντζόλα, Νίκος Ρουμπής, Γιώργος Σιμόπουλος

Publisher: Ινστιτούτο Διαρκούς Εκπαίδευσης ενηλίκων

Edition: -

Publ. Year: 2011

ISBN: 978-960-7335-43-2

Link ebook: <https://www.openbook.gr/ekmathisi-tis-ellinikis-glwsas-epipedo-a1-egxeiridio/>

### **Textbooks, References, Other Bibliography**

3. Author(s): Αρβανιτάκης Κλεάνθης και Αρβανιτάκη Φρόσω

Publisher: Δέλτος

Edition: 1st rev. ed.

Publ. Year: 2012

ISBN: 978-960-8464-13-1

4. Title: ΚΛΙΚ στα ελληνικά Επίπεδο Α1: Μέθοδος εκμάθησης της ελληνικής ως δεύτερης/ ξένης γλώσσας (για εφήβους και ενηλίκους)  
Author(s): Μαρία Καρακόργιου & Βικτώρια Παναγιωτίδου  
Publisher: Κέντρο Ελληνικής Γλώσσας  
Published: 2018  
ISBN 978-960-7779-64-9

**ECTS 4: LAN 104 – Russian II\***

**Required Textbooks**

1. Title: Ultimate Russian: Beginner – Intermediate  
Author(s): Nancy Novak & Ana Stojanovic  
Publisher: Living Language  
Edition: 1<sup>st</sup> ed.  
Published: 2004  
ISBN13: 978-140-002-116-1 / ISBN10: 140-002-116-2

**C' Semester**

**ECTS 5: AFT 201 – Air fares & ticketing practice**

**Required Textbooks**

1. Title: International travel and tourism training program. Air Fares and Ticketing I  
Author(s): IATA  
Publisher: IATA  
Edition: 5.16  
Published: 2018

**Textbooks, References, Other Bibliography**

1. Title: Amadeus Selling Platform Connect – user guide  
Author(s): Amadeus s.a.s  
Publisher: Customer Learning Services  
Edition: -  
Published: 2022  
Πηγή: <https://amadeusiran.net/Files/Training/Manuals/Amadeus-SECO.pdf> -



## ECTS 5: TOU 202 – Marketing travel & tours

### Required Textbooks

1. Title: Marketing for hospitality and tourism

Author(s): Phillip Kotler, John T. Bowen, [Seyhmus Baloglu](#)

Publisher: Pearson

Edition: 8<sup>th</sup> ed.

Published: 2020

ISBN13: 978-0135214404

### Textbooks, References, Other Bibliography

1. Title: Principles of marketing

Author(s): Philip Kotler & [Gary Armstrong](#)

Publisher: Pearson

Edition: 18<sup>th</sup> ed.

Published: 2020

ISBN13: 9781292341132

2. Title: Strategic marketing in tourism services

Author(s): Rodoula H. Tsiotsou

Publisher: Emerald

Edition: 1<sup>st</sup> ed.

Published: 2012

ISBN13: 978-178-052-070-4 / ISBN10: 178-052-070-0

3. Title: Tourism: principles and practice

Author(s): John Fletcher, Alan Fyall, David Gilbert

Publisher: Pearson

Edition: 6<sup>th</sup> ed.

Published: 2017

ISBN13: 978-1292172354

Title: Marketing and Managing Tourism Destinations

Author(s): Alastair M. Morrison

Publisher: Routledge

Edition: 3<sup>rd</sup> ed.

Publ. Year: 2023

ISBN-13: 9781032380698

## ECTS 6: TOU 203 – Tours Package Design

### Required Textbooks

1. Title: Travel business and more  
Author(s): [Entrepreneur magazine](#)  
Publisher: Entrepreneur Press  
Edition: 2<sup>nd</sup> ed.  
Published: 2012  
ISBN13: 9781613082256

### Textbooks, References, Other Bibliography

1. Title: Start your own travel business and more: cruises, adventure travel, tours, senior travel  
Author(s): Rich Mintzer & [The Staff of Entrepreneur Media](#)  
Publisher: Entrepreneur Press  
Edition: 2<sup>nd</sup> ed.  
Published: 2012  
ISBN13: 978-159-918-433-3 / ISBN10: 159-918-433-8
2. Title: Home – based travel agent  
Author(s): Kelly Monaghan  
Publisher: UNKNO  
Edition: 5<sup>th</sup> ed.  
Published: 2006  
ISBN13: 978-188-714-061-4 / ISBN10: 188-714-061-1
3. Title: Start and run a tour guiding business  
Author(s): Barbara Braidwood, Susan Boyce, Richard Cropp  
Publisher: Self Counsel Press  
Edition: 2<sup>nd</sup> ed.  
Published: 2000  
ISBN13: 978-155-180-284-8 / ISBN10: 155-180-284-8

## ECTS 4: ENG 201 – Commercial Correspondence

### Required Textbooks

3. Title: Business and administrative communication

Author(s): Kitty O. Locker, [Jo Mackiewicz](#), [Jeanine Elise Aune](#), [Donna S. Kienzler](#)  
[Professor](#)

Publisher: McGraw – Hill

Edition: 13<sup>th</sup> ed.

Published: 2022

ISBN13: 978-1265045630

[Online source](#)

4. Title: Business Communication for Success

ISBN: 978-1-946135-05-6;

<https://open.lib.umn.edu/businesscommunication/>

### **Textbooks, References, Other Bibliography**

2. Title: Excellence in business communication - **Business Communication**

**Today(καινούργιος τίτλος)**

Author(s): John V. Thill, Coutland L. Bovee

Publisher: Pearson

Edition: 14<sup>th</sup> ed.

Published: 2017

ISBN13: 978-0134642260

## **ECTS 5: TOU 204 – Special interest tourism**

### **Required Textbooks**

1. Title: Special interest tourism: concepts, contexts and cases

Author(s): Sheila Agarwal, Graham Busby, Ruong Huang

Publisher: CABI Publishing

Edition: 1<sup>st</sup> ed.

Published: 2018

ISBN13: 978-178-064-566-7 / ISBN10: 178-064-566-x

### **Textbooks, References, Other Bibliography**

1. Title: Global perspectives on religious tourism and pilgrimage: advances in hospitality, tourism and the services industry

Author(s): Hatem El-Gohary, [David John Edwards](#) & [Riyad Eid](#)

Publisher: IGI Global

Edition: 1<sup>st</sup> ed.

Published: 2017

ISBN13: 978-152-252-796-1 / ISBN10: 152-252-796-6

2. Title: Special – interest tourism  
Author(s): Norman Douglas, Ngaire Douglas, Ros Derrett  
Publisher: Willey  
Edition: 1<sup>st</sup> ed  
Published: 2002  
ISBN13: 978-047-142-171-9 / ISBN10: 047-142-171-5
3. Title: The business of tourism  
Author(s): Christopher J. Holloway, Claire Humphreys  
Publisher: SAGE Publications Ltd  
Edition: 12<sup>th</sup> ed.  
Published: 2022  
ISBN13: 978-1529780987
4. Title: Tourism: principles and practice  
Author(s): John Fletcher, Alan Fyall, David Gilbert, Stephen Wanhill  
Publisher: Pearson  
Edition: 6<sup>th</sup> ed.  
Published: 2017  
ISBN13: 978-1292172354
5. Title: Sport tourism: concepts and theories  
Author(s): Heather J. Gibson  
Publisher: Routledge  
Edition: 1<sup>st</sup> ed.  
Published: 2006  
ISBN13: 978-041-546-418-5 / ISBN10: 041-546-418-8

<b><u>ECTS 5: TOU 201 – Travel and tourism law</u></b>
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**Required Textbooks**

1. Title: Holiday law: the law relating to travel and tourism  
Author(s): Stephen Mason  
Publisher: Sweet & Maxwell  
Edition: 6<sup>th</sup> ed.  
Published: 2018  
ISBN13: 978-041-406-588-8 / ISBN10: 041-406-588-3

**Textbooks, References, Other Bibliography**

1. Title: Pooles Textbook on contract law

Author(s): Robert Merkin  
Publisher: Oxford University Press  
Edition: 16<sup>th</sup> ed.  
Published: 2023  
ISBN13: 978-0192885098

2. Title: Law of agency  
Author(s): Peggy Santmyer  
Publisher: CreateSpace Independent Publishing Platform  
Edition: 1<sup>st</sup> ed.  
Published: 2015  
ISBN13: 978-150-881-373-6 / ISBN10: 150-881-373-6
3. Title: Tourism travel and hospitality law  
Author(s): T. C. Atherton  
Publisher: ELM Publication  
Edition: 2<sup>nd</sup> ed.  
Published: 2011  
ISBN13: 978-045-522-837-2 / ISBN10: 045-522-837-x

<b>D' Semester</b>
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<b><u>ECTS 5: TOU 209 – Airline Services In Tourism</u></b>
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**Required Textbooks**

1. Title: The Global Airline Industry.  
Author(s): P. Belobaba, A. Odoni and C. Barnhart  
Publisher: Wiley  
Edition: 2<sup>nd</sup> ed.  
Published: 2015  
ISBN13: 9781118881170

**Textbooks, References, Other Bibliography**

1. Title: Airline Operations: a practical guide.  
Author(s): P. J. Bruce, Y. Gao and J.M.C King  
Publisher: Routledge

Edition: 1st ed.

Published: 2017

ISBN13: 9781472478177

2. Title: Fundamentals of Aviation Operations.

Author(s): G. Meijer

Publisher: Routledge

Edition: 1st ed.

Published: 2020

ISBN13: 9780367332396

**ECTS 6: TOU 205 – Tourism planning and development**

**Required Textbooks**

1. Title: Tourism Policy and Planning Implementation: Issues and Challenges

Author(s): [Konstantinos Andriotis](#), Dimitrios Stylidis, Adi Weidenfeld

Publisher: Taylor & Francis Group

Edition: 1<sup>st</sup> ed.

Published: 2020

ISBN13: 9780367665340

**Textbooks, References, Other Bibliography**

1. Title: Tourism: principles and practice

Author(s): John Fletcher, Alan Fyall, David Gilbert

Publisher: Pearson

Edition: 6<sup>th</sup> ed.

Published: 2017

ISBN13: 978-1292172354

2. Title: Marketing and managing tourism destinations

Author(s): Alastair Morrison

Publisher: Routledge

Edition: 3<sup>rd</sup> ed.

Published: 2023

ISBN13: 9781032380698

3. Title: Tourism geography: critical understandings of place, space and experience

Author(s): Stephen Williams, Alan A. Lew

Publisher: Routledge

Edition: 3<sup>rd</sup> ed.

Published: 2015

ISBN13: 9780415854443

## **ECTS 5: TOU 207 – Supervision in the T/T industry**

### **Required Textbooks**

1. Title: Managing people: a practical guide for front line managers  
Author(s): Rosemary Thomson  
Publisher: Routledge  
Edition: 4<sup>th</sup> ed.  
Published: 2015  
ISBN13: 978-041-571-354-2 / ISBN10: 041-571-354-4

### **Textbooks, References, Other Bibliography**

1. Title: Entrepreneurship in hospitality and tourism: a global perspective  
Author(s): Maureen Brookes, Levent Altinay  
Publisher: Goodfellow  
Edition: 1<sup>st</sup> ed.  
Published: 2015  
ISBN13: 978-191-015-828-9 / ISBN10: 191-015-828-3

## **ECTS 5: TOU 206 – Customer service for travel and tourism operations**

### **Required Textbooks**

1. Title: Customer service in tourism and hospitality – Customer service for hospitality and tourism (νέος τίτλος)  
Author(s): Simon Hudson, Louise Hudson  
Publisher: Goodfellow  
Edition: 4<sup>th</sup> ed.  
Published: 2025  
ISBN13: 978-1917433112

### **Textbooks, References, Other Bibliography**

1. Title: Service quality management in hospitality, tourism and leisure  
Author(s): Connie Mok, Beverley Sparks, Jay Kadampully  
Publisher: Routledge  
Edition: 1<sup>st</sup> ed.  
Published: 2013  
ISBN13: 978-078-901-141-1 / ISBN10: 078-901-141-7
2. Title: Tourist customer service satisfaction: an encounter approach  
Author(s): Francis P. Noe, Muzaffer Uysal, Vincent P. Magnini  
Publisher: Routledge  
Edition: 1<sup>st</sup> ed.  
Published: 2010  
ISBN13: 9781138880719

## **ECTS 5: TOU 208 – Entrepreneurship in Tourism**

### **Required Textbooks**

1. Title: Entrepreneurship in hospitality and tourism: a global perspective  
Author(s): Maureen Brookes, Levent Altinay  
Publisher: Goodfellow  
Edition: 1<sup>st</sup> ed.  
Published: 2015  
ISBN13: 978-191-015-828-9 / ISBN10: 191-015-828-3

### **Textbooks, References, Other Bibliography**

1. Title: Entrepreneurship and small business management: in the hospitality industry  
Author(s): Darren Lee-Ross, Conrad Lashley  
Publisher: Butterworth – Heinemann  
Edition: 1<sup>st</sup> ed.  
Published: 2008  
ISBN13: 978-075-068-448-4 / ISBN10: 075-068-448-8
2. Title: Small business management: launching and growing entrepreneurial ventures  
Author(s): Justin G. Longenecker, William J. Petty, Leslie E. Palich  
Publisher: Cengage Learning  
Edition: 20<sup>th</sup> ed.  
Published: 2022  
ISBN13: 978-0357718803
3. Title: Tourism management  
Author(s): Stephen J. Page  
Publisher: Routledge  
Edition: 7<sup>th</sup> ed.  
Published: 2025  
ISBN13: 9781032902753

## **ECTS 4: SOC 201 – Business ethics**

### **Required Textbooks**

1. Title: Business ethics  
Author(s): Richard T. DeGeorge  
Publisher: Pearson  
Edition: 7<sup>th</sup> ed.  
Published: 2013



ISBN13: 978-129-202-284-0 / ISBN10: 129-202-284-1

**Textbooks, References, Other Bibliography**

1. Title: Business ethics and values  
Author(s): Colin Fisher, Alan Lovell, Nestor Valero-Silva  
Publisher: Pearson  
Edition: 4<sup>th</sup> ed.  
Published: 2013  
ISBN13: 978-027-375-791-7 / ISBN10: 027-375-791-1

**Annex 3**



**ERASMUS+ and International Agreements**

In our College, there is an Erasmus office, whose coordinator is Ms. Christina Agathangelou and there are Erasmus officers in all our branches. There has been a transformation of the Erasmus since 2021 and has been integrated with our "Aristotle" Research Center. These two offices work together perfectly and have already submitted several programs through Erasmus + and we await responses.

C.D.A College took part in the “Social Entrepreneurship to battle Youth Social Exclusion - SENEET (2019-1-EL02-KA205-004798)”.

According to the EU SPC's (2017), there has been no improvement in the social conditions in the EU since 2008, when a lot of member states went through a financial crisis. A particularly vulnerable group in today's economic environment are NEETs, people aged 18-30 who are socially excluded due to low skills, lack of education and unemployment. The aim of the Erasmus+ program entitled "Social Entrepreneurship to battle Youth Social Exclusion" and code 2019-1-EL02-KA205-004798, is to empower young people who face social exclusion due to unemployment, giving them the opportunity to acquire the necessary skills and knowledge in social entrepreneurship, the development of their business ideas, as well as the Internet and social media to promote their businesses. The coordinator of the program was E-School (Greece), and partners were CDA College (Cyprus), KVK (Lithuania), CJRAE Arad (Romania) and Business Incubator - Gotse Delchev. (Bulgaria). The program included 5 LTTAs in each country, and a total of 84 people have participated. The participants, guided by the teachers, created their own virtual social enterprises.

**For the Academic year 2021-2022:**

- Dr Katalin Kukorelli of University of Dunaujvaros visited our college and had the opportunity to deliver lectures to our students. (STA). The Erasmus office in cooperation with Aristotle Research Centre organized a seminar entitled “Communication & Negotiation Skills”. Lead Speaker Dr. Kukorelli ( 6/5/2022)
- 6 (STT) from Radom Academy of Economics in May to Nicosia.
- 6 κατάρτιση (STT) From University of Oradea in May in Larnaca.
- Host LTTA 3 “Business Start-Up and Development” 25 -29 October
- partner LTTA 4 “Digital marketing and Social Media in Business Development” Arad, Rumania 22-28 May
- partner LTTA 5 “Presentations of Virtual Businesses” in Karditsa, Greece 17-23 July.

### **For the Academic year 2022-23:**

Host: “Find a job you love and you will never have to work again!” (2020-1-HU01-KA116-078380). Training of students from the department of aesthetics of Szegedi SZC Móravárosi Szakképző Iskola Hungary. (10-21/10/2022).

We have welcomed:

- a student from (SMS) Universite de Bretagne Sud France in the program of study BA Business Administration.
- 2 training mobilities (STT) από το University of Oradea in October in Nicosia

### **For the Academic year 2023-24:**

The Erasmus Office at C.D.A. College has expanded its international partnerships by signing **4 Memorandums** with organizations in Italy, Georgia and Greece. In addition, the college has established **13 Bilateral Agreements with Higher Education** institutions across Europe, including countries such as Latvia, Portugal, Hungary, Poland, Romania and Lithuania.

C.D.A. College is also involved in several ongoing Erasmus+ funded projects. These include the mobility of students in vocational education and training entitled “Enhancing employability through vocational education and training” (KA122-VET), and 2 mobility projects for Higher Education students and staff (KA131-HED and KA171-HED). The latter is implemented in collaboration with the University of Kutaisi in Georgia, highlighting the college’s commitment to expanding its educational impact and international cooperation.

C.D.A. College continues to strengthen its international presence and educational impact through the Erasmus+ program, with a particular emphasis on implementing educational mobilities. The college has hosted specific vocational and educational training (VET) initiatives from Hungary and Greece, as well as adult education mobilities from Greece. These activities highlight the college’s commitment to improving skills and learning opportunities in various educational fields, such as the seminar on “ChatGPT in Education”.

In its ongoing effort to expand its educational reach and innovation, C.D.A. College has participated in the Erasmus+ sub-programme, Alliances for Education and Business (Lot 1), under the call for Partnerships for Innovation - Alliances (ERASMUS-EDU-2024-PI-ALL-INNO) with funding of 1.5 Million Euros. As a partner in the project entitled "Care 4.0 Skills", the college is at the forefront of the integration of advanced technology in the care sector. The "Care 4.0 Skills" project is designed to equip care sector staff with critical skills for the use of Industry 4.0 technologies, thus enhancing efficiency and innovation in care services. In addition, the project aims to create sustainable Ecosystems focused on skills anticipation, skills matching and continuous professional development. It also seeks to create Living Labs that promote research and innovation in the care sector. Through these initiatives, C.D.A. College contributes not only to the immediate needs of the care sector but also ensures the long-term development of a trained workforce that is prepared to face future challenges and advances in the sector.

C.D.A. College has also submitted a project proposal as a partner to KA2 for funding of 400,000 euros entitled "ASTRAIA". The aim of the project is to develop an educational model in the field of circular economy for business and management students. The purpose of this project is to respond to the growing need for education in the circular economy, especially for the part of the population that will have a direct impact on the sector (business and management students). At the same time, it is intended to reflect the need for sustainability in the sense of approaching the goals set by the United Nations: the 17 Sustainable Development Goals.

C.D.A. College hosted an Erasmus+ mobility program from Hungary for 2 weeks. The students participated in courses and workshops organized by the college.

An Erasmus+ project titled "ICT Skills for Educators" took place at C.D.A. College in Cyprus from April 27th to May 8th, 2024. This program aimed to equip teachers from a Vocational upper secondary school with the skills needed to digitally transform their classrooms. Experts led sessions on integrating technology into teaching, using AI tools like ChatGPT for engaging content and personalized learning, and ensuring digital safety in educational settings. This project helps educators prepare VET schools for the digital age.

As part of a Higher Education project, two outgoing staff training mobilities were organized to the Center for Mental and Psychological Support in Koridallós, Greece, and two staff members participated in a training mobility at HumaCapiAct in Turin, Italy. One of the main objectives of the outgoing staff training mobilities was to explore opportunities for collaboration and partnership, enhance staff skills, and exchange specialized knowledge between C.D.A. College and the receiving organizations.

C.D.A. College sent 27 students to Heraklion, Crete for a 2-week Erasmus+ VET mobility program focused on employability skills. Students participated in seminars on topics like Youth Entrepreneurship, Customer Relations, Crisis Management, Marketing & Communication. These seminars were complemented by hands-on internships at local businesses. The program also

offered cultural immersion and networking opportunities. Students returned with enhanced skills, confidence, and a global perspective. C.D.A. College highlights this program's success and commitment to providing international learning opportunities for its students.

We have welcomed:

- 2 students from Newton University in Czech Republic in the program of study BA Business Administration
- 18 academic and non-academic staff for training

European and International Collaborations

C.D.A. College has recently signed a memorandum of understanding with several esteemed European and international institutions and organizations, marking a significant step in enhancing its academic and research collaborations. These partners include:

1. HumaCapiAct in Italy, JOIST in Greece
2. Learning Detrous V.A. in Cyprus
3. Erasmus Learn in Crete
4. Kutaisi University in Georgia
5. European Nations Campus, a higher institution in Sri Lanka

These agreements aim to foster cooperation in education, research, and cultural exchange, thereby enriching the academic experiences and opportunities for students and faculty across all participating institutions.

### Inter-Institutional Agreements

No	Academic Institution	Institution Code	Subject Area (ISCED-F)	Website	Country	Valid Until
1	UNIVERSITE DE BRETAGNE SUD	F VANNES04	Business and administration, Accounting	<a href="http://univ-ubs.fr">univ-ubs.fr</a>	France	2028/29
2	Polytechnic of Guarda	P GUARDA01	Business and administration, Accounting and taxation, Travel, tourism and leisure	<a href="https://www.ipg.pt/">https://www.ipg.pt/</a>	Portugal	2028/29
3	Vysoka Skola Newton, A. S.	CZ BRNO08	Business and administration	<a href="https://www.newton.university">https://www.newton.university</a>	Czech Republic	2028/29
4	Klaipėdos Valstybinė Kolegija	LT KLAIPED09	Management and administration, Finance, banking and insurance, Accounting and taxation, Travel, tourism and leisure, Health	<a href="https://www.kvk.lt/en/">https://www.kvk.lt/en/</a>	Lithuania	2028/29
5	University of Dunaújváros	HU DUNAUJ01	Business and administration, Information and Communication Technologies	<a href="http://www.uniduna.hu">www.uniduna.hu</a>	Hungary	2028/29
6	Starptautiskās Kosmetoloģijas koledžas	LV RIGA53	Hair and beauty services	<a href="https://skk.lv/">https://skk.lv/</a>	Latvia	2028/29
7	PWSTE Jarosław	PL JAROSLA02	Hair and beauty services	<a href="https://www.pwste.edu.pl/">https://www.pwste.edu.pl/</a>	Poland	2028/29
8	BVK	LV RIGA57	Business and administration	<a href="https://www.bvk.lv/">https://www.bvk.lv/</a>	Latvia	2028/29
9	UNIVERSITATEA ALEXANDRU IOAN CUZA DIN IASI	RO IASI02	Business and administration	<a href="https://www.uaic.ro/">https://www.uaic.ro/</a>	Romania	2028/29
10	Radom Academy of Economics	PL RADOM04	Business and administration, Information and	<a href="https://ahns.pl">https://ahns.pl</a>	Poland	2028/29

			Communication Technologies, Security Studies			
11	Kutaisi University		Business and administration, Information and Communication Technologies	<a href="https://www.kiu.edu.ge/">https://www.kiu.edu.ge/</a>	Georgia	2028/29
12	University of Social Sciences in Lodz	PL LODZ09	Cosmetology	<a href="http://san.edu.pl">san.edu.pl</a>	Poland	2028/29
13	Akademia Nauk Stosowanych Angelusa Silesiusa	PL WALBRZY04	Business and administration	<a href="http://ans.edu.pl">ans.edu.pl</a>	Poland	2028/29
14	Malopolska Wyzsza Szkoła Ekonomiczna	PL TARNOW01	Business and administration	<a href="http://mwse.edu.pl">mwse.edu.pl</a>	Poland	2028/29
15	University of Oradea	RO ORADEA01	Business and administration	<a href="https://www.uoradea.ro">https://www.uoradea.ro</a>	Romania	2028/29



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



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