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External Evaluation Report

(Programmatic within the framework of Departmental Evaluation)

- **Higher Education Institution:**
Cyprus University of Technology
- **Town:** Limassol
- **School/Faculty:** Management & Economics
- **Department:** Hotel & Tourism Management
- **Programme(s) of study - Name (Duration, ECTS, Cycle)**
Programme 1 – [Title 1]
In Greek:
ΠΤΥΧΙΟ ΣΤΗ ΔΙΟΙΚΗΣΗ ΞΕΝΟΔΟΧΕΙΩΝ ΚΑΙ ΤΟΥΡΙΣΜΟΥ
In English:
Bachelor in Hotel & Tourism Management
Language(s) of instruction: Greek
- **Programme 2** – [Title 2]
In Greek:
□ ΜΑΣΤΕΡ ΣΤΗ ΔΙΕΘΝΗ ΔΙΟΙΚΗΣΗ ΤΟΥΡΙΣΜΟΥ ΚΑΙ ΕΠΙΧΕΙΡΗΣΕΩΝ ΦΙΛΟΞΕΝΙΑΣ
In English:
MSc in International Tourism & Hospitality Management
Language(s) of instruction: Greek
- **Programme 3** – [Title 3]
In Greek:
ΔΙΔΑΚΤΟΡΙΚΟ
In English:
Doctorate - PhD
Language(s) of instruction: Greek



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 2019” [N. 136 (I)/2015 to N. 35(I)/2019].



A. Introduction

This evaluation took place during the Covid-19 pandemic and was therefore undertaken remotely. The EEC received and reviewed the application prior to the visit. A range of documents and materials were available online to provide further information at a greater depth. The schedule for the two days was standard, and included presentations and meetings with different groups including senior management, academics, administrators, support services and students. These meetings consisted of information sharing and Q&A. The institution was well prepared for the visit and was open to questioning, with additional materials being provided where requested. The institution should be commended for the amount of work they had undertaken to prepare for the visit, and the quality of the documentation. The EEC were made to feel welcome and the discussions were open and collegiate.



B. External Evaluation Committee (EEC)

<i>Name</i>	<i>Position</i>	<i>University</i>
Adele Ladkin	Professor - Chair	Bournemouth University, UK
Nevenka Čavlek	Professor - Member	University of Zagreb, Croatia
Carlos Costa	Professor - Member	University of Aveiro, Portugal
Nataly Chiridou	Student - Member	University of Cyprus



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

Sub-areas

- 1.1. Policy for quality assurance**
- 1.2. Design, approval, on-going monitoring and review**
- 1.3. Public information**
- 1.4. Information management**

Findings

Findings for [Title 1]

Bachelor in Hotel & Management

The proposed study programme *Hotel and Tourism Management* (4 years Bachelor of Science degree – 240 ECTS) is an academic programme offered in the Greek language by the Cyprus University of Technology (CUT) and its Department of Hotel and Tourism Management. The programme has been in operation since the 2007/08 academic year and its first graduates completed their studies in 2011/12. The programme is unique in the public university education system in Cyprus and it strives to clearly differentiate itself from the programmes offered by private institutions by providing specialised scientific education for the hospitality and tourism industry. The Programme follows the quality assurance (QA) policy set by the CUT which complies with the national accreditation system. QA is objective formalised, and its structure, regulations and processes enable continuous improvement through self-evaluation. The programme goes through regular periodic review processes, revisions and improvements established by the department every three to four years, and so far has been already restructured to follow the needs of the Cyprus employment market. The review is carried out by the departmental committee for under/post-graduate studies and the department committee for quality assurance. In 2014 the programme was evaluated by a committee comprised by renowned professors from abroad.

The QA processes support teaching, administrative staff and students in their responsibilities. The QA Committee consists of faculty representatives from all departments. The Head of the Programme holds monthly meetings with the teaching staff and an effective delivery of the programme is constantly monitored. Qualitative data are also collected through periodic surveys from students, graduates and alumni and informally through student attendance at meetings and student mentorship. Other stakeholders from outside are included into the programme design and review process. Measures are taken against plagiarism by using Turnitin software for all written assignments and thesis.

The programme for evaluation is a full-time programme which aims to prepare graduates for managerial and administrative duties in the hospitality and tourism field. It is an up-to date and well-designed programme that offers a good balance of academic and managerial dimensions in the hospitality and tourism industry in a conventional mode of delivery. It covers both fundamental and specialised disciplines. It consists of 36 compulsory courses and 4 electives. In the sixth semester students choose their specialisation either in the field of hospitality or tourism. Having said that, the EEC shares the opinion that the programme lacks the specific compulsory course linked to the reality of the tourism business in Cyprus. In the 7th semester students have to take 25 weeks of internship which is awarded with 18 ECTS. The obligatory number of weeks spent by students in internship is a guarantee of *in situ* learning for the students. This is a well-integrated part of the curriculum and is highly appreciated by students and staff. The students the EEC met during the online visit expressed a wish to extend the internship to one year. The Undergraduate thesis is not mandatory. It is usually taken by the students who intend to continue their studies at Masters level.

The learning outcomes (LOs) of some of the courses are not well specified, being vague and unclear and confused with course objectives. Some courses have a longer list of LOs than the specification of the entire course content. This indicates a training need for faculty who are not familiar with the conceptualisation of learning outcomes (workshops could be used to assist faculty to incorporate LOs in their seminar or module design). However, in most cases the course content corresponds to



course objectives. Some courses do not include ethics, responsibility and sustainability (ERS) which is crucial in a contemporary hotel and tourism management programme.

The list of corresponding literature for each particular course is divided into two parts for the most of courses; compulsory reading and additional reading. However, instructors often do not list any academic articles in their fields as compulsory or additional reading, or in some cases they only mention titles of academic journals, but not the authors and titles of articles. It would be appropriate to list the required article titles at this level of study. In several cases instructors do not use contemporary literature (for ex. *Tourism Policy* course the core literature is over 20 years old, or the literature for the course *Sustainable Tourism Development* dates from 1995 till 2008).

The EEC commends the School for including considerable corporate input from their own practical experience, or from practitioners, as well as for the teaching style while maintaining the required academic rigour and depth throughout the programme.

In considering the international focus of the programme, the EEC strongly recommends the School and the ENQA to join the efforts in persuading the relevant government bodies to allow offering the programme in English language, since tourism education concerned with learning and networking in a multinational and multicultural environment and English is our *lingua franca*.

Public information regarding the study programme is up-to date and readily accessible. Selection criteria are clear. All students receive the Study Guide once they register at the programme which contains necessary information regarding the programme curriculum, the educational procedures implemented and the services of the School. Additionally, *Open Days* are organised every year for potential students to introduce them to the programme of study, the activities included and the teaching staff.

The Faculty of Management and Economics is part of the CUT which is a public institution. The University has a coherent and ambitious management. The Department of Hotel and Tourism Management has a clear vision of how to satisfy the needs of the job market. Having said that, the EEC was surprised that the Department's mission is concentrated on research excellence in the field of management, entrepreneurship, hospitality and tourism, but not on education!

Students recruited into the programme are Cypriot nationals. Student progression, success and drop-out rates are monitored by School's administration. Students satisfaction is acquired through a survey (questionnaires) distributed to all students in print form to gather information on their satisfaction with each course, each lecturer and the service offered by the School. The results of the data analysis are shared with the QA Committee, Head of the Programme and the relevant services and administrative staff and necessary actions are taken accordingly.

Findings for [Title 2]

MSc International Hospitality & Tourism Management

The programme under evaluation is offered as a full-time study programme (duration 3 semesters) or as a part-time study programme with duration of six semesters. The curriculum requires 90 ECTS credits. It is offered in the Greek language. The Programme follows the quality assurance (QA) policy set by the CUT which complies with the national accreditation system. A mechanism is planned for periodic (every 3-4 years) evaluation of the programme of studies by the Department's Internal Committee for Postgraduate Studies. The committee evaluates the quality of the

programme's courses (course content and instructor's effectiveness) through questionnaires. If necessary, the committee discusses the results of the questionnaire accordingly. Depending on the results, the Programme of studies is revised respectively, through the planned procedures of the University. In the above mechanism, the Department's Internal Quality Assurance Committee (which includes students) also takes part.

The QA processes support teaching, administrative staff and students in their responsibilities. The QA Committee consists of faculty representatives from all departments. The Head of the Programme holds monthly meetings with the teaching staff and an effective delivery of the programme is constantly monitored. Measures are taken against plagiarism by using Turnitin software for all written assignments and thesis.

The programme targets candidates who hold a first university degree in Business Administration or a degree in Hotel and Tourism Management and/or have experience in the hotel or tourism industry. The programme design is generally of good quality with clear targets and programme rationale. The programme aims to offer specialisation in tourism and hospitality by providing students with a strong scientific background, knowledge, skills and experiences to adopt effective approaches for a successful career in the private, public and academic field. The programme consists of 10 courses (six compulsory courses and 4 electives) with total 60 ECTS credits plus thesis or management training with an applied research project with 30 ECTS credits. In the first semester students acquire knowledge in the field of human resource management, financial analysis and decisions as well as in strategic management of hospitality firms, followed by principles of entrepreneurship, strategic marketing and research methods in the second semester. Additionally, they also take two specialised elective courses in both semesters. The third semester is reserved for writing thesis or applied research project. There are currently 23 students enrolled in the programme.

The programme is interdisciplinary and is linked well with the needs of labour market. The EEC shares the opinion that the programme under review provides enough individualised learning support to students and offers a good range of opportunities for overall personal development of its students through both academic and practical dimensions. The faculty also contributes to internationalisation of the programme by including into syllabi international teaching materials (textbook, articles, case studies).

Concerning the LOs of the programme, all previously stated for the BSc programme in Hotel and Tourism Management applies also for this MSc programme. Namely, learning outcomes of majority of courses are not well specified and are confusing. The level is also questionable, appearing as Bachelors rather than Masters level. Additionally, some courses, for example, *Tourism Planning and Development* and *Strategic Management of Hospitality Firms*, have set the same LOs as specified for the BSc level. Some courses also have a longer list of LOs than the specification of the entire course content. None of the course include LOs on ethics, responsibility and sustainability (ERS) which is crucial in a contemporary hotel and tourism management programme, especially at masters level.

Pedagogy seems to be adequate for the level of study. Syllabi, readings, and other materials are provided to students either in printed form or through Moodle system. Due to the School's excellent connections with the corporate world, corporate needs are well covered in the programme design. Assessments are varied and offer a good combination of individual exercises and group work.

The EEC understands the students receive a good level of personal attention in the course of their studies and for their personal development and career orientation through efficient services and

many personal contacts with faculty and staff. The administrative support of the programme also seems to be very effective. Although the EEC evaluates the overall quality of international experience at home as satisfactory, at the same time points out that significant efforts should be made to enhance students' international experience abroad, both academically and professionally.

Graduate quality is very good and meets programme objectives as evidenced by the meeting with students and alumni.

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The Faculty of Management and Economics is part of the CUT which is a public institution. The University has a coherent and ambitious management. The Department of Hotel and Tourism Management has a clear vision of how to satisfy the needs of the job market.

Students recruited into the programme are Cypriot nationals. Student progression, success and drop-out rates are monitored by School's administration. Students satisfaction is acquired through a survey (questionnaires) distributed to all students in print form to gather information on their satisfaction with each course, each lecturer and the service offered by the department. The results of the data analysis are shared with the QA Committee, Head of the Programme and the relevant services and administrative staff and necessary actions are taken accordingly. Analysing the students' progression rate one can come to conclusion that their progression is slow. However, one has to take into account that majority of students are employed and therefore the department is very flexible regarding the duration of their studies and allows them to prolong their studies based on fair and honest reasons.

Findings for [Title 3]

Doctorate

The doctoral programme under evaluation was developed by Department of Hotel and Tourism Management in the 2010/11 academic year. It was examined and approved by the Governing Board of the CUT and Internal Committee of QA at the CUT's Senate. The programme was revised and converted from unstructured to structured in 2018/19 with the introduction of compulsory courses. Regarding the QA of the programme, in addition what is already stated for the BSc and MSc programmes, the doctorate programme secures the monitoring and supporting the progress of students through the Supervisory Committee which consists of 3 faculty members, the Department's Committee of Postgraduate Studies and student's yearly progress reports evaluated by the Supervisory Committee.

The EEC shares the opinion that the programme is of high quality since it is offered in a research-oriented environment supported by highly experienced and research active faculty. The alumni and the currently enrolled students praise the quality of the programme, mentorship and all kind of different support they receive/d. Those who finished their studies informed the EEC that they secured respectable employment positions and are still closely related to the University through collaboration with faculty on different projects, research publication, etc.

CUT is the only public university on Cyprus which offers PhD studies specialised in tourism and hospitality and as such in a way represents one of the flagship programmes of the University and its Department. The programme objectives are clearly stated, consistent and in line with the mission of the institution and the needs of its stakeholders. The main purpose of the programme is to provide students with skills and competences to undertake high quality research of doctoral level by analysing existing scientific knowledge that will impact positively science, industry and society.

For the successful completion of the programme the student needs to complete 240 ECTS which are distributed in the following 4 categories: Postgraduate courses (60 ECTS); Comprehensive examination and research proposal (30 ECTS); Research undertaking (120 ECTS); Writing up and defence (30 ECTS). There are currently 10 students enrolled in the programme. So far 5 students graduated from the programme.

Strengths

Strengths for [Title 1]

Bachelor in Hotel & Management

- The overall good quality of BSc in Hotel and Tourism Management and sound institutional governance and management
- Highly qualified, dedicated and enthusiastic faculty
- A high proportion of staff's own research linked to teaching
- Very good balance of academic and managerial dimensions
- Very good connections with the corporate world
- Compulsory internship with very good placement opportunities
- Highly motivated students

Strengths for [Title 2]

MSc International Hospitality & Tourism Management

- The overall good quality of MSc in International Hospitality and Tourism Management, and sound institutional governance and management
- Highly qualified, dedicated and enthusiastic faculty
- An excellent research spirit that fosters a research culture and supports teaching
- Very good balance of academic and managerial dimensions
- Very good links with the corporate world
- Thesis research and practice oriented
- Highly motivated students

Strengths for [Title 3]

Doctorate

- The overall good quality of doctoral study programme, and sound institutional governance and management
- The only university doctoral programme specialised in hotel and tourism management
- Strong local reputation
- Highly qualified, dedicated and enthusiastic faculty with an expertise in the topics of PhD research
- An excellent research spirit fostering a research culture
- Thesis that result in publications of articles in respected international journals.
- Highly quality of student body

Areas of improvement and recommendations

Areas of improvement and recommendations for [Title 1]

Bachelor in Hotel & Management

- Implementation of a comprehensive and integrated LO system with appropriate linkages from programme level to course level down to the assessment processes
- LOs must be institutionalised, developed and implemented with broad teaching staff involvement and involvement of all stakeholders
- Ensure more explicit inclusion of environment, resources and sustainability (ERS) within the course outline where appropriate
- Develop internationalisation of the student body
- Explore the possibility of extending internship to one year
- Offer more possibilities for the internship abroad
- Offer the programme in English language
- Update regularly the obligatory and additional literature
- Consider a specific course linked to the reality of the tourism business in Cyprus

Areas of improvement and recommendations for [Title 2]

MSc International Hospitality & Tourism Management

- Implementation of a comprehensive and integrated LO system with appropriate linkages from programme level to course level down to the assessment processes
- LOs must be institutionalised, developed and implemented with broad teaching staff involvement and involvement of all stakeholders
- Introduction of a missing course on logistics which would complete the philosophy of operation of tourism system
- Introduction of destination management course focused on impacts of tourism planning and development on Cyprus
- Modification of the content and the title of the course *Principles of Entrepreneurship* to *Entrepreneurship and Innovation* to fit better not only to the level of study, but also to be at the forefront of tourism development trends and business needs
- Lectures in English

- More explicit inclusion of ERS in course outlines
- Regularly update course literature and textbooks

Areas of improvement and recommendations for [Title 3]

Doctorate

- As in the case other Department's programmes the LOs of the offered courses are the weakest point of the programme.
- Establish criteria for maximum number of PhD mentorship per teaching and research staff
- Introduction of course on Qualitative research methodology and Research ethics for doctoral students only
- Training/workshops for supervision of doctoral candidates

Please select what is appropriate for each of the following sub-areas:

Sub-area		<i>Non-compliant/ Partially Compliant/Compliant</i>		
		[Title 1]	[Title 2]	[Title 3]
1.1	Policy for quality assurance	Compliant	Compliant	Compliant
1.2	Design, approval, on-going monitoring and review	Compliant	Compliant	Compliant
1.3	Public information	Compliant	Compliant	Compliant
1.4	Information management	Compliant	Compliant	Compliant



2. Student – centred learning, teaching and assessment (ESG 1.3)

Sub-areas

- 2.1 Process of teaching and learning and student-centred teaching methodology**
- 2.2 Practical training**
- 2.3 Student assessment**

Findings

Findings for [Title 1]

Bachelor in Hotel & Management

The teaching methodology includes multiple modes of delivery which aligns with the standards. Acknowledging the value of linking theory with practice, the teaching staff strives towards this end and seems to take into consideration student suggestions.

Findings for [Title 2]

MSc International Hospitality & Tourism Management

The teaching methodology includes multiple modes of delivery which aligns with the standards. Acknowledging the value of linking the theory with practice, the teaching staff strives towards this end and seems to take into consideration student suggestions. In addition, the teaching staff provide the required flexibility to the students who are taking the programme whilst working.

Findings for [Title 3]

Doctorate

The student experience is given due consideration throughout the doctoral study programme, containing taught components and a thesis. Continuous assessment and monitoring takes place, cumulating in the production of the thesis and its defence.

Strengths

Strengths for [Title 1]

Bachelor in Hotel & Management

Process of teaching and learning and student-centered teaching methodology

- At the beginning of semester, the students are given each courses Syllabus which serves as the contract between the student and the professor delivering the course. The syllabus contains all necessary material that will help the student-orientation to the course (e.g. course purpose and objectives, learning outcomes, the course content, the teaching methodology, bibliographical references, and the assessment methods).
- An Open-Door policy has been adopted by all the teaching staff in the department. Students are also encouraged to reach out to the professors with their questions, queries or concerns via email. The openness and the approachability of the faculty has been also stressed by students and alumni during the online meetings held between the EEC and two student groups. Noteworthy, student matters are always included in the agenda for discussion when the faculty convenes.

- All tutors have fixed office hours on a weekly basis for contact / communication with their students. In addition, an Academic Adviser is appointed to each student with the responsibility to advise the student on study-related issues.
- A variety of teaching methodologies have been listed in the material provided to the EEC which strongly suggests that the programme considers different modes of delivery. Some examples of teaching methodologies are lectures, seminars, learning through games, analysis of case studies, utilisation of examples drawn from the industry, the national and global press and invitation of guest lecturers.
- Out of the discussions the EEC had with alumni and students, it transpired that mutual respect within the learner-teacher relationship is promoted throughout the programme.

Practical Training

- Practical training (Internship) takes place during the 6th semester (Year 3) and is mandatory. The importance of the learning outcomes generated through this experience has been highlighted by students during the online meetings.
- The faculty strives to link theory with practice. Guest lecturers from the industry are invited to give presentations during the course lectures, cases studies are utilised and teaching with real-world examples are adopted.

Student Assessment

- The University has bought the relevant software to ensure a trustworthy take-home examination setting.
- All the pieces of work by the students must be submitted through the Turnitin platform which is the mechanism by which to perform plagiarism checks.
- The criteria for the assessment-methods and their corresponding weights are disclosed to students in advance (through the course Syllabus). The students are aware of the requirements entailed in each course well ahead of time.
- Most of the courses have at least 3 assessment methods (e.g. mid-term and final exams, student-led seminars, group projects and presentations).

Strengths for [Title 2]

MSc International Hospitality & Tourism Management

Process of teaching and learning and student-centered teaching methodology

All the points included in the respective area of the bachelor's section also apply here.

Practical Training

- As with the Bachelors programme, the faculty strives to link theory with practice. Guest lecturers from the industry are invited to give presentations during the course lectures, cases studies are utilised and teaching with real-world examples are adopted.
- In addition, in 3rd semester, students must complete an applied research project which enhances the practical aspect of the programme.

Student Assessment

- All the points included in the respective area of the bachelor's section also apply here.

Strengths for [Title 3]

Doctorate

- Student support and guidance from the Supervisory team and the flexibility in the choice of credit bearing courses.

Areas of improvement and recommendations

Areas of improvement and recommendations for [Title 1]

Bachelor in Hotel & Management

- Appropriate procedures for dealing with students' complaints regarding the process of teaching and learning could be improved. The student feedback questionnaire should be enhanced with free-text questions that will give the opportunity to any student that has something to say or recommend, and both positive and negative. For example, questions such as "Which are the best aspects of the course?" and "In what ways could the delivery of the course be improved?" could be included and as such foster the student-centered approach to teaching and learning.
- The option to attend the courses in English should be made available to students. The programme by nature entails an excellent command of the English language. In addition, offering the programme in English would also attract international students which would then in turn create a multi-cultural environment and allow for a multi-cultural interaction bringing essential benefits in the Hotel and Tourism industry.
- Guest Lecturers from abroad (not only Cyprus and Greece) should be invited to deliver on the programme. Bringing renowned academics or world class people with achievements in the industry is strongly recommended to broaden the horizons of students in terms of a wider international perspective beyond Cyprus and Greece.
- Even though the professors make a remarkable effort to link theory with practice, it seems that there is still room for improvement. The need to make more intense the practical aspect of the programme has been noted by both the students and the alumni groups.

- Even though the criteria for marking is published in advance, the EEC has not seen evidence regarding as to whether students are aware of how the assessment will be eventually conducted. For example, the students are informed that a Group Project counts for 20% of the final grade but not with details on how this 20% is allocated (e.g. 50% on the content, 30% on the structure and 20% on the quality).

Areas of improvement and recommendations for [Title 2]

MSc International Hospitality & Tourism Management

All the points included in the respective bachelor's section also apply here.

Areas of improvement and recommendations for [Title 3]

Doctorate

To create opportunities for formal and informal research gatherings and networks

Please select what is appropriate for each of the following sub-areas:

Sub-area		<i>Non-compliant/ Partially Compliant/Compliant</i>		
		[Title 1]	[Title 2]	[Title 3]
2.1	Process of teaching and learning and student-centred teaching methodology	Compliant	Compliant	Compliant
2.2	Practical training	Compliant	Compliant	Compliant
2.3	Student assessment	Compliant	Compliant	Compliant

3. Teaching staff (ESG 1.5)

Sub-areas

- 3.1. Teaching staff recruitment and development
- 3.2. Teaching staff number and status
- 3.3. Synergies of teaching and research

Findings

As the teaching staff are the same for all three programmes, the EEC's comments are the same for each evaluation area (with additions for the doctoral programme)

Findings for [Title 1]

Bachelor in Hotel & Management

The teaching staff have been recruited on the basis of their academic merit. They have obtained degrees from well reputed universities, the majority of them from abroad. Their background fits very well the objectives of the programme. The number of permanent staff is appropriate and the contractual staff is within acceptable limits. The teaching staff have strong CVs, measured in terms of publications and research published in indexed and reputed journals. The teaching staff have established good links between teaching and research.

Findings for [Title 2]

MSc International Hospitality & Tourism Management

As above

Findings for [Title 3]

Doctorate

As above

Strengths

Strengths for [Title 1]

Bachelor in Hotel & Management

- The number of teachers is adjusted to meet the needs of the programme
- The background of the teaching staff is adjusted to achieve the objectives and planned learning outcomes of the study programme
- The quality of the research publications contribute significantly to the quality of the programme

Strengths for [Title 2]

MSc International Hospitality & Tourism Management

As above

Strengths for [Title 3]

Doctorate

As above and in addition:

- The staff experience gained from abroad contributes to the quality of research conducted in the department

Areas of improvement and recommendations

Areas of improvement and recommendations for [Title 1]

Bachelor in Hotel & Management

- Additional visiting staff should be brought from the industry in order to strength the links between academic knowledge and industry reality
- More exchange programmes should be implemented to increase the international exposure of both teachers and students
- Teaching staff should strive to establish a closer link between what they teach and the reality of the situation of tourism in Cyprus

Areas of improvement and recommendations for [Title 2]

MSc International Hospitality & Tourism Management

As above

Areas of improvement and recommendations for [Title 3]

Doctorate

As above

Please select what is appropriate for each of the following sub-areas:

Sub-area		<i>Non-compliant/ Partially Compliant/Compliant</i>		
		[Title 1]	[Title 2]	[Title 3]
3.1	Teaching staff recruitment and development	Compliant	Compliant	Compliant
3.2	Teaching staff number and status	Compliant	Compliant	Compliant
3.3	Synergies of teaching and research	Compliant	Compliant	Compliant



4. Student admission, progression, recognition and certification (ESG 1.4)

Sub-areas

- 4.1. Student admission, processes and criteria
- 4.2. Student progression
- 4.3. Student recognition
- 4.4. Student certification

Findings

Findings for [Title 1]

Bachelor in Hotel & Management

Students entering the programme have to obey to the rules, procedures and criteria laid down in the Law on the Conduct of Pancyprian Examinations. The results of the Pancyprian Examinations, organised by the Ministry of Education and Culture on an annual basis, are the basic criterion for admission and the department has no influence over it. The programme does not require any prior work experience.

Clear regulations and procedures for the students' progression are in place. All regulations are conveyed to students in a clear and transparent way. The learning objectives are communicated to students during the introductory lecture for each course and students are well aware of their tasks and obligations in their academic progress. The students can regularly monitor their progress and make necessary adjustments accordingly. Each student enrolled into the programme is assigned at the beginning of his/her studies to an academic advisor for the entire duration of his/her studies. The exchange of information and feedback is encouraged for proper academic counselling. Advisors support students by monitoring their progress, utilising the resources at their disposal, advising them on reaching their educational and career goals. The University's Student Affairs provides continuous feedback to the department and its academic advisors regarding students' academic performance and special circumstances that may interfere with their normal academic progress.

The Department has defined and made regulations regarding student recognition publicly available. Certification procedures are in place and students are informed about them accordingly. The School also offers ERAMUS+ mobility programme and appropriate recognition procedures that rely to it are in place.

There are pre-defined and published regulations regarding student certification. Students are informed about them accordingly. The admission requirements for the study programme correspond to the level of the study. Procedures relating to the recognition of prior school attendance are also clearly defined and are publicly available.

Findings for [Title 2]

MSc International Hospitality & Tourism Management

There are pre-defined and publicly available admission regulations and criteria which are implemented consistently and in a transparent manner. Students who wish to enroll to the programme must have a Bachelor degree from a recognised higher education institution in one of the following programmes: Tourism, Hospitality Management, Public Administration and Business Administration, Economics, Finance, Regional Development, Political and Social Sciences, Geography, Marketing and Public Relations, International Relations, Law. They have to present official transcripts with minimum 6.5 GPA. A personal CV as well as a short essay on the reason for choosing the programme is also required. A personal interview is conducted with a candidate only if necessary. Good knowledge of the English language is a must since most of the course literature is offered in English language.

Clear regulations and procedures for the students' progression are in place. All regulations are conveyed to students in a clear and transparent way. Course diagrams include clearly formulated learning objectives, and less clear, expected learning outcomes are communicated to students at the beginning of each academic semester. There is an active involvement of the Department's Internal Committee of Postgraduate Studies in the process of supervising students' progress. The committee discusses students' performance/progress and ways to improve and resolve the problems that may arise with the completion of each academic semester. Certification procedures are in place and students are informed about them accordingly. The department also offers ERAMUS+ mobility programme and appropriate recognition procedures that rely to it are in place. Since the majority of students are employed, they do not take this option. However, the EEC is of the opinion that the Department should put more effort and also invest in promotion of the programme to attract incoming students. This is especially important for the internationalisation of studies and multiculturalism. But, the prerequisite for this is the programme offered in English.

The EEC commends the department for assigning an academic advisor to each student of the Programme, from the first semester of study. The faculty members point out that they give particular emphasis on academic counselling as it allows the exchange of information between the students and the instructors, helping students to achieve their educational and career goals. In addition to the continuing and meaningful academic supervision of students, academic counsellors support the counselling process by helping students to understand options and required resources. When necessary, they point out the alternative options they have in their programme of study but also the implications for employment prospects and further studies.

The Department of Studies and Student Welfare provides continuous information to faculty members regarding the students' academic performance, as well as any personal issues that may disrupt with their learning.

The department has defined and made regulations regarding student recognition publicly available. Certification procedures are in place and students are informed of them accordingly. The programme of studies applies the recognition programme of ECTS, including the mechanism for assessing them. The admission requirements for the programme are appropriate.

There are pre-defined and published regulations regarding student certification. Students are informed about them accordingly. Procedures relating to the recognition of prior school attendance are also clearly defined and are publicly available.

Findings for [Title 3]

Doctorate

There are clear pre-defined and publicly available regulations regarding admissions to the doctoral study programme (The Guide for PhD Studies (https://www.cut.ac.cy/digitalAssets/135/135154_1Odigos-PHD.pdf)). The admission takes place following announcement of relevant positions twice a year (September and January). Applicants must fulfill the following requirements: hold an undergraduate and postgraduate degrees from accredited University/ies; the minimum threshold mark for both qualifications is 7.5/10 or equivalent; Certificate of proficiency in Greek and English (accepted evidence of English language

proficiency is G.C.E /O-Level with a minimum score of C or ELTS/IELTS of at least 6.5 or TOEFL of at least 580 (paper-based test) / 82 (internet-based test)).

Graduates of an English-taught university curriculum are exempted from this requirement. For the Greek language, a certificate of aptitude is a bachelor's degree from a Greek-speaking secondary school or a diploma from a higher education institution. Additionally, applicants must also provide his/her Curriculum Vitae; a report explaining the reasons for selecting the programme and the research area they wish to investigate; other certificates and documents such as sample of relevant research work (publications, articles, research, digital work, etc.); and recommendation letters from 2 academics. Shortlisted applicants undergo an interview process.

The number of Ph.D. positions announced per department is determined by the capability of each department to support its Ph.D. students in accordance with the established doctoral studies support policy of the University. The department designates a maximum number of doctoral students depending on the rank of teaching and research staff members and the stage of studies of the existing doctoral students.

Every 12 months, the PhD candidate submits an annual progress report on his/her doctoral dissertation to his/her supervisory committee, which, if approved, is forwarded for ratification to the Council of the Department. The Council, through the Academic Affairs and Student Welfare Service, updates the student's register. The supervisory committee is informed on the progress of each PhD student throughout his studies. In this way, it is possible to monitor whether a student is working systematically and qualitatively and that the necessary feedback is provided to the student. In the event of a student failing to deliver a progress report unjustifiably, or the progress report is not approved for two consecutive times by his/her supervisory committee then the council of the department examines the possibility of terminating student attendance or compliance. The progress report may be submitted in the Greek or English language.

The University/department has defined and made regulations regarding student recognition publicly available. Certification procedures are in place and students are informed about them accordingly. The programme of studies applies the recognition programme of ECTS, including the mechanism for assessing them. The admission requirements for the programme are appropriate. There are pre-defined and published regulations regarding student certification. Students are informed about them accordingly. Procedures relating to the recognition of prior school attendance are also clearly defined and are publicly available.

Strengths

Strengths for [Title 1]

Bachelor in Hotel & Management

- Admission criteria are clear, consistent and transparent
- The possibility is offered to students to transfer credits earned at other accredited institutions
- Students are assigned an academic advisor for the entire duration of study

Strengths for [Title 2]

MSc International Hospitality & Tourism Management

As above

Strengths for [Title 3]

Doctorate

- Admission criteria are clear, consistent and transparent
- Predefined and published regulations regarding student progression
- Mentoring and monitoring procedures in overseeing student's progression

Areas of improvement and recommendations

Areas of improvement and recommendations for [Title 1]

Bachelor in Hotel & Management

- Review the course documentation to ensure learning outcomes are fit for purpose across the board
- Invest in promotion of the programme to attract incoming students

Areas of improvement and recommendations for [Title 2]

MSc International Hospitality & Tourism Management

As above

Areas of improvement and recommendations for [Title 3]

Doctorate

- Formalisation of the process by which students are able to determine what taught aspects of the programme will be selected
- Consider the introduction of milestones to be reached throughout the duration of study to facilitate timely progression and completion

Please select what is appropriate for each of the following sub-areas:

Sub-area		<i>Non-compliant/ Partially Compliant/Compliant</i>		
		[Title 1]	[Title 2]	[Title 3]
4.1	Student admission, processes and criteria	Compliant	Compliant	Compliant
4.2	Student progression	Compliant	Compliant	Compliant
4.3	Student recognition	Compliant	Compliant	Compliant
4.4	Student certification	Compliant	Compliant	Compliant



5. Learning resources and student support (ESG 1.6)

Sub-areas

- 5.1. Teaching and Learning resources
- 5.2. Physical resources
- 5.3. Human support resources
- 5.4. Student support

Findings

The findings reported by the EEC are common across all three programmes

Findings for [Title 1]

Bachelor in Hotel & Management

The Department of Hospitality and Tourism is based in a historic building, a previous hotel, which was redesigned and modernised in the recent past. The infrastructure and facilities are modern and comfortable. Overall, the learning and teaching environments are adjusted to the needs.

The Department offers good facilities in terms of rooms and common areas. However, it was found from the student perspective that more study rooms should be made available. A cafeteria or canteen would also be welcome.

The library is modern and rich in books and databases and the IT infrastructure seems to be adjusted to the teaching needs.

The infrastructure is ready to welcome students with special needs – the modernisation of the building took this into account.

No problems were found with the human support resources. The number and profile of the administrative staff are enough to meet current needs and the Administrative staff and the librarian are helpful and approachable.

The department offers adequate support services for students. During the session with the students, it was found that they were happy and thankful for the help and services provided by the administrative staff, but would welcome more information about the facilities offered by the department when they first arrive in the university.

Findings for [Title 2]

MSc International Hospitality & Tourism Management

As above

Findings for [Title 3]

Doctorate

As above

The strengths reported by the EEC are common across all three programmes

Strengths

Strengths for [Title 1]

Bachelor in Hotel & Management

- Modern and comfortable buildings
- Good library and IT infrastructure
- Excellent location
- Approachable and professional administrative staff

Strengths for [Title 2]

MSc International Hospitality & Tourism Management

As above

Strengths for [Title 3]

Doctorate

As above

Areas of improvement and recommendations

Areas of improvement and recommendations for [Title 1]

Bachelor in Hotel & Management

- More areas for studying
- More areas for the students' networking
- The building should offer a cafeteria area

Areas of improvement and recommendations for [Title 2]

MSc International Hospitality & Tourism Management

As above

Areas of improvement and recommendations for [Title 3]

Doctorate

As above and in addition:

- The library can be improved with databases specifically from the tourism and hospitality field



Please select what is appropriate for each of the following sub-areas:

Sub-area		<i>Non-compliant/ Partially Compliant/Compliant</i>		
		[Title 1]	[Title 2]	[Title 3]
5.1	Teaching and Learning resources	Compliant	Compliant	Compliant
5.2	Physical resources	Compliant	Compliant	Compliant
5.3	Human support resources	Compliant	Compliant	Compliant
5.4	Student support	Compliant	Compliant	Compliant

6. Additional for doctoral programmes (ALL ESG)

Sub-areas

6.1. Selection criteria and requirements

6.2. Proposal and dissertation

6.3. Supervision and committees

Findings

It is pleasing to see the department offering a doctoral programme, being the only one its kind in public universities in Cyprus. Currently the doctoral programme in the Department of Hotel and Tourism Management is small in scale, and to date has had 5 successful completions. Whilst there is a clear desire to expand the programme, there is recognition that this has to be done in consideration of available resources including staff time. The application process, selection criteria, and organisation of the programme is clearly communicated in the programme documentation, as are the requirements for the thesis. Appropriate committees and supervisory arrangements are in place, and the supervisory teams capitalise on expertise from within the department, the university and external institutions if appropriate.

Strengths

There are a number of strengths of the programme highlighted elsewhere in the document, and including the expertise of the faculty and the flexibility in the system to allow for the most appropriate courses for each candidate to take. It was evident from speaking to those who are currently studying or have recently completed their PhD's that the experience is very positive. From the student perspective, two areas received particular praise. First, the expertise and support given by the Supervisory teams with students feeling they benefited from access to experts who give freely with their time. The second is the continued collaboration between the Faculty members and their graduated students. Support in their further career development was mentioned and those who have graduated still feel connected to their former department. The academic staff in the department have strong research profiles and are well placed to nurture the next generation of researchers.

Areas of improvement and recommendations

The small number of students undertaking doctoral study is both an asset and a challenge. The challenge largely centres around critical mass and its implications for the viability of courses and opportunities for the development of a community of researchers.

Set against this background, the EEC encourages considering the following for future improvements:

- The doctoral programme of study offers a taught component, containing compulsory courses and those that are optional. It is entirely appropriate that this taught element continues. However, courses that are offered on programmes for lower levels of study (Bachelors and Masters), with the same learning outcomes, and as part of the same student cohort, do not seem to be appropriate. Perhaps an alternative would be to offer fewer courses, at PhD

level, that can capitalise on the tourism and hospitality expertise of the Faculty. Alternative pathways for credit accumulation could also be considered, in the form of workshops or seminars.

- Consider a separate course on research ethics.
- Consider the balance between quantitative and qualitative courses as only the first mandatory.
- To facilitate a sense of a doctoral research community, to organise at the departmental/faculty level seminars and opportunities for study to present and discuss their work. Encouragement for students to take part in university wide networks and virtual doctoral communities could also be considered.

Please select what is appropriate for each of the following sub-areas:

Sub-areas		<i>Non-compliant/ Partially Compliant/Compliant</i>
6.1	Selection criteria and requirements	Compliant
6.2	Proposal and dissertation	Compliant
6.3	Supervision and committees	Compliant



C. Conclusions and final remarks

Overall, the EEC is pleased to commend the three programmes under review; Bachelor in Hotel & Tourism management, Masters in International Tourism & Hospitality Management and the Doctoral Programme. The EEC confirms these are delivered in accordance with the EQF framework and are compliant in the overall categories of evaluation.

There is a clear culture of support, collegiality and ambition that underpins the delivery of the programmes, with appropriate governance structures in place and operating effectively. There are areas for further improvement and reflection indicated throughout the document including course documentation, quality assurance, internationalisation and facilities.

The three programmes represent a trajectory of study opportunity and each has a clear role to play in the future delivery of tourism and hospitality education in Cyprus. We wish you every success for the future.

D. Signatures of the EEC

<i>Name</i>	<i>Signature</i>
Adele Ladkin	
Nevenka Čavlek	
Carlos Costa	
Name	

Date: 30.11.2020

