



SCHOOL OF ECONOMICS AND ADMIMISTRATION

MBA with Specialization in the Tourism Sector

**Response to the External Evaluation Report by the Evaluation Committee on the
'MBA with Specialization in the Tourism Sector' Programme**

31 October 2017

Neapolis University of Pafos

Response to the External Evaluation Report by the Evaluation Committee on the 'MBA with Specialization in the Tourism Sector' Programme

The University expresses its gratitude to the Evaluation Committee for its efforts and welcomes its constructive comments on the submitted programme. The Evaluation Committee has made several comments and recommendations on our submission.

Our response to the report correspond to the **Final Remarks – Suggestions section on page 30** of the report of the Evaluation Committee and have been answered in the same order as they appear in the text:

A) STAFFING

- 1. Academic staff need to further engage in research and knowledge creation in the tourism sector

ACCEPTED. The University recognizes the necessity of research and knowledge creation and has launched a programme of incentives to faculty members for further research in high calibre journals. Actually those who publish, besides their quick promotion in the University, are exempted from teaching, have paid participations in local/international conferences and also are getting back the fees paid for publishing their papers.

- 2. The Programme Coordinator has strong academic qualifications but is currently only an Adjunct; this may potentially endanger the stability of the MBA Programme. This is an issue to be seriously considered by the NUP.

ACCEPTED. The University understands that the stability and development of the Programme requires faculty members with strong and specialized research record. For this purpose, it has advertised a new teaching post in the rank of Assistant Professor or Lecturer with specialization to tourism, with a deadline up to November 20th 2017. (See link below).

[Επίκουρου Καθηγητή ή Λέκτορα στη Διοίκηση Επιχειρήσεων με εξειδίκευση στα Τουριστικά](#)

- 3. Publications in ABS-listed journals by members of academic staff in the areas of hospitality and tourism should be actively encouraged

ACCEPTED. See point no.1 above.

B) PROGRAMME STRUCTURE

- 4. Given the content and structure of the program, it is suggested that this should be renamed to become “MBA with Specialization in the Tourism Sector” instead of “MBA in Tourism”.

ACCEPTED. The program has been renamed to “MBA with Specialization in the Tourism Sector” instead of “MBA in Tourism”.

- 5. ‘Research Methods’ should become ‘Introduction to Research’

ACCEPTED. The module has been renamed to ‘Introduction to Research’. Please See ANNEX 1:

- 6. ‘Tourism Market Quantitative Methods and Research’ should become ‘Research Methods in the Tourism Sector’

ACCEPTED. The module name is now “Research Methods in the Tourism Sector”.. SEE ANNEX 2:

- 7. The “Research Methods in the Tourism Sector” module should place more emphasis on qualitative research methods

ACCEPTED. Topics on qualitative research added to the module. SEE ANNEX 2:

- 8. The new “Introduction to Research” module should be taught before the new “Research Methods in the Tourism Sector” module.

ACCEPTED. The module ‘Introduction to Research’ was moved to the first semester and the “Research Methods in the Tourism Sector” to the third semester accordingly, together with the dissertation....

- 9. A new module entitled ‘Transportation and Tourism’ should be introduced as an elective to consider other subsectors in the supply chain of tourism.

ACCEPTED. A new module with the title “Transportation and Tourism” is added to electives of the second semester with the code TOUR550. See ANNEX 3

- 10. Generic management modules should be enriched with tourism sector content and context.

ACCEPTED. All modules are enriched with tourism sector content See ANNEX 4: REVISED MODULES

- 11. All modules should modernize their content, update lists and include tourism sector-specific journal articles.

ACCEPTED. All modules are having modernized content with recent tourism sector bibliography. See ANNEX 4 REVISED MODULES

We hope that we satisfied the conditions set by the EEC and we will have our program validated.

Looking forward to hearing from you.

Sincerely Yours,

Professor S. Vliamos
Dean of the School

ANNEX 1: INTRODUCTION TO RESEARCH

Τίτλος Μαθήματος	INTRODUCTION TO RESEARCH				
Κωδικός Μαθήματος	DIS600				
Τύπος μαθήματος	Research				
Επίπεδο	Postgraduate				
Έτος / Εξάμηνο φοίτησης	Semester 3				
Όνομα Διδάσκοντα	C. Volos				
ECTS	6	Διαλέξεις / εβδομάδα	N/A	Εργαστήρια / εβδομάδα	N/A
Στόχοι Μαθήματος	The aim of the dissertation seminar is to help students to apply requisite skills to carry out independent research as well as direct them to possible topics for their dissertation.				
Μαθησιακά Αποτελέσματα	Upon successful completion of this course, students should be able to: <ul style="list-style-type: none">– Apply requisite skills to carry out independent research– Understand the basic dimensions and approaches in designing a research study;– Understand the basic structure of a well-written and coherent dissertation– Locate and make maximum use of university research resources				
Προαπαιτούμενα		Συναπαιτούμενα			
Περιεχόμενο Μαθήματος	Students will be introduced to several topics that can help them write a better dissertation including: research design and basic research methodologies; components of a well-written and coherent dissertation; and guidance in terms of how to write a defensible research proposal. During the course students will also review and discuss recent research papers and literature on various topics in tourism sector; learn about the available research resources at the university and how they can utilize them; review examples of well written research proposals; and get help in terms of using econometric and statistical packages or get directed to appropriate staff that can provide such help.				
Μεθοδολογία Διδασκαλίας	The course will be taught through presentations and discussions.				

Βιβλιογραφία	<p>John Creswell (2013). <i>Research Design: Qualitative, Quantitative, and Mixed Methods Approaches</i>, SAGE Publications, Inc; Fourth Edition</p> <p>Salkind, N. J. (2009). <i>Exploring research</i> (7th ed.). Upper Saddle River, NJ: Prentice Hall.</p> <p>Anderson, J. and Millicent, P. (2001), <i>Assignment and Thesis Writing</i>, 4th edition, Wiley, Brisbane, Australia.</p> <p>Mauch, J.E. and Birch, J. W. (1998), <i>Guide to the Successful Thesis and Dissertation: A Handbook for Students and Faculty</i>, 4th edition, Publisher: M. Dekker, New York.</p> <p>Preece Roy (1994), <i>Starting Research: An Introduction to Academic Research and Dissertation Writing</i>, Printer Publishers, London.</p> <p>Swernam, Derek (2000), <i>Writing Your Dissertation: How to Plan, Prepare and Present Successful Work</i>, How to Books Oxford Publishers, U.K.</p>						
Αξιολόγηση	<table> <tr> <td>Class Participation</td><td>20%</td></tr> <tr> <td>Assignments</td><td>30%</td></tr> <tr> <td>Final Research Project</td><td>50%</td></tr> </table>	Class Participation	20%	Assignments	30%	Final Research Project	50%
Class Participation	20%						
Assignments	30%						
Final Research Project	50%						
Γλώσσα	English/Greek						

ANNEX 2: RESEARCH METHODS IN THE TOURISM SECTOR

Τίτλος Μαθήματος	RESEARCH METHODS IN THE TOURISM SECTOR				
Κωδικός Μαθήματος	TOUR510				
Τύπος μαθήματος	Core/Required				
Επίπεδο	Postgraduate				
Έτος / Εξάμηνο φοίτησης	Semester 1				
Όνομα Διδάσκοντα	J. Souvatzis				
ECTS	6	Διαλέξεις / εβδομάδα	2 ½	Εργαστήρια / εβδομάδα	N/A
Στόχοι Μαθήματος	This module aims to introduce the student to the requirements of Masters level study and to extend the student's capability to conduct systematic inquiry in tourism, hospitality and events management. The module provides a comprehensive introduction to research as practiced in tourism, hospitality and event management disciplines. It provides an overview of the key quantitative and qualitative methodologies that are needed to undertake, evaluate and present a research project covering the major research methods (observation, surveys, case studies, interviews and action research) and the implications of using them.				
Μαθησιακά Αποτελέσματα	After completing this course, the student should be able to: 1. Source, evaluate and appropriately reference information from a range of sources. 2. Engage in critical thinking when reading and comprehending research articles and studies. 3. Interpret existing research as a prelude to carrying out further investigation and demonstrate a knowledge and understanding of a range of research designs and their appropriate utilisation. 4. Conduct qualitative research through modern methodologies in the tourism sector 5. Integrate the findings of existing research to develop new research questions. 6. Act as reflexive researchers and managers				
Προαπαιτούμενα	None		Συναπαιτούμενα	None	
Περιεχόμενο Μαθήματος	<ul style="list-style-type: none">• Introduction to tourism research: academic and practice-based research (e.g. market research; opinion polls; economic indicators; media research); the research cycle: literature review, problem formulation, data collection and analysis; the importance of critically engaging with appropriate research literature.				

	<ul style="list-style-type: none"> The use of a range of research methodologies and techniques in data collection strategies: Types of measurement. Choice of qualitative/quantitative variables. Sources of data. Quantitative methodologies: surveys; sampling; questionnaire design; choosing survey media. Small sample surveys and analysis. Elements of qualitative methodologies: Ethnography; action research; discourse analysis; interviewing; participant observation; sampling; data recording and transcription.
Μεθοδολογία Διδασκαλίας	Tuition will be a combination of lectures, interactive exercises and case discussion. Course content will come primarily from the assigned textbooks. Additional content will be incorporated where appropriate.
Βιβλιογραφία	<ol style="list-style-type: none"> 1. Brotherton, B (2008) Researching Hospitality and Tourism: a student guide, Sage, London. 2. Bryman, A. (2008) Social Research Methods, 3rd edition, Oxford University Press, Oxford 3. Cooper Donald, Schindler Pamela and Sharma J K, (2012) Business Research Methods, 11th Edition Tata Mc Graw Hill, New Delhi. 4. Davies, M. B. (2007) Doing a Successful research project Using Qualitative or Quantitative Methods, Palgrave Macmillan, Hampshire 5. Gilbert, N. (2008) Researching Social Life, 3rd edition, Sage, London
Αξιολόγηση	The module is assessed by two courseworks (accounting for 30% of the total mark) and a final examination (accounting for 70% of the total mark).
Γλώσσα	English/Greek

ANNEX 3: TRANSPORTATION AND TOURISM

Τίτλος Μαθήματος	TRANSPORTATION & TOURISM				
Κωδικός Μαθήματος	TOUR550				
Τύπος μαθήματος	Core/Required				
Επίπεδο	Postgraduate				
Έτος / Εξάμηνο φοίτησης	Year 1 / Semester 2				
Όνομα Διδάσκοντα	C. Akrivos				
ECTS	6	Διαλέξεις / εβδομάδα	6 hours	Εργαστήρια / εβδομάδα	3 hours
Στόχοι Μαθήματος	<p>Transport is a key element for any type of tourism services, and with so much of travelling being across borders, the area of study is internationalised by its nature. Tourism flows are examined across the globe and the impact that the availability of transport networks has on tourism development are presented.</p> <p>This course aims to provide the students with the conceptual and theoretical framework of operations and management aspects that they will have to perform as tourism transportation planners and executives.</p>				
Μαθησιακά Αποτελέσματα	<p>After completing this course, the student should be able to:</p> <ul style="list-style-type: none">• Understand the nature of tourism industry and analyse its components• Investigate the relationship between transport and tourism• Examine the characteristics of transport networks and tourism flows• Analyse the impact of transport deregulation on international travel• Analyse the impact of tourism transport on the environment• Examine the future trends for transport for tourism				
Προαπαιτούμενα	-	Συναπαιτούμενα		-	
Περιεχόμενο Μαθήματος	<ul style="list-style-type: none">• Introduction to the tourism industry,• Transport and tourism relationships,				

	<ul style="list-style-type: none"> • Transport networks and flows, • Ground transport, • Marine transport, • Air transport, • Management of transport flows, • Transport and tourism marketing, environmental implications, • Future trends in transportation.
Μεθοδολογία Διδασκαλίας	Tuition will be a combination of lectures, interactive exercises and case discussion. Course content will come primarily from the assigned textbooks. Additional content will be incorporated where appropriate.
Βιβλιογραφία	<p>Holloway, J. C and Humphreys, C., (2014). The business of Tourism: Pearson, 9th ed.</p> <p>Cole, S., (2010). Applied transport economics: policy, management & decision: Kegan page, 3rd ed.</p> <p>Duval, D. T, (2007). Tourism and transport- modes, networks and flows: Channel view publications, 1st ed.</p> <p>Page, S. J., (2009). Transport & tourism: global perspectives: Prentice hall, 3rd ed.</p> <p>Lei, Z. and Papatheodorou, A., (2010). Measuring the Effect of Low-Cost Carriers on Regional Airports' Commercial Revenue. Research in Transportation Economics, 26:37-43.</p> <p>Papatheodorou, A. and Iatrou, K., (2008). Leisure Travel: Implications for Airline Alliances. International Review of Aerospace Engineering, 1(4): 332-342.</p>
Αξιολόγηση	The module is assessed by coursework (accounting for 50% of the total mark) and a final examination (accounting for 50% of the total mark). The coursework will comprise a business plan of tourism transportation.
Γλώσσα	English/Greek

ANNEX 4: REVISED MODULES

Τίτλος Μαθήματος	FINANCIAL AND MANAGERIAL ACCOUNTING				
Κωδικός Μαθήματος	MBA550				
Τύπος μαθήματος	Core/Required				
Επίπεδο	Postgraduate				
Έτος / Εξάμηνο φοίτησης	Semester 1				
Όνομα Διδάσκοντα	A. Hadjixenofontos				
ECTS	6	Διαλέξεις / εβδομάδα	2 ½	Εργαστήρια / εβδομάδα	N/A
Στόχοι Μαθήματος	<p>This module introduces students to the basic tourism sector companies accounting concepts and principles and the role of the financial statements and the annual report in the financial reporting process. In addition, this module examines the fundamental managerial techniques used by tourism companies for planning, costing and control purposes. The module discusses a number of techniques useful in analyzing and managing tourism companies costs and profits, pricing methodologies, control systems and performance evaluation. In addition to building a basic knowledge base of managerial control and costing systems, students will be able to develop analytical skills necessary for making cost-related decisions and evaluating alternative design of control systems.</p>				
Μαθησιακά Αποτελέσματα	<p>On successful completion of the module, the students will be able to:</p> <ul style="list-style-type: none"> - Explain the basic principles of accounting and the assumptions of the financial accounting model - Explain the role of the income statement, balance sheet, statement of cash flows, footnotes and the annual report in the financial reporting process - Compute ratios in preparation for financial statement analysis, interpret the ratios and explain the limitations of ratio analysis - Analyze the effects of differing accounting methods and management disclosures on financial statement analysis - identify and use appropriate cost perspective to make assorted management decisions; - understand breakeven analysis and the implications of cost structure - understand and appreciate the valuable roles of managerial control systems in business organizations; - understand and apply basic techniques in budgeting, performance measurement, and transfer pricing; - identify and explain contentious issues in the design of managerial control systems; 				

	<ul style="list-style-type: none"> – develop a conceptual framework for analyzing strengths and weaknesses of various practices of managerial decision-making and control. 		
Προαπαιτούμενα	None	Συναπαιτούμενα	None
Περιεχόμενο Μαθήματος	<p>The following topics will be covered in the lectures:</p> <ul style="list-style-type: none"> – Overview of Financial Reporting – The Income Statement – The Balance Sheet – The Cash Flow Statement – Basics of Financial Statement Analysis – Analyzing Short Liquidity – Analyzing Long-Term Debt Paying Ability – Analyzing Profitability – Analysis of Financial Statements by Equity Investors – Expanded Analysis of Financial Statements – Analysis of Special Industries: Banks, Utilities, Oil and Gas, Transportation, Insurance, Real Estate – Earnings Management and creating accounting – Evolution of Managerial Accounting – Strategic Management Accounting in the Small Business – Job order costing; Process costing – Cost behavior – Cost estimation – Cost-Volume-Profit Analysis; Cost structure – Absorption costing; Variable costing – Activity-based costing – Introduction to budgeting; Budgetary planning and budgeting process – Budgetary control; Flexible budgets & Variance analysis – Controversy on budgeting; Standard costs – Balanced Scorecard; BSC implementations – Decentralization & Responsibility accounting – Business division performance evaluation – Transfer pricing – Service department costing 		
Μεθοδολογία Διδασκαλίας	The module will be taught through a series of lectures and independent directed study.		
Βιβλιογραφία	<p>Required Text</p> <p>Gareth Owen, (2010), Accounting for Hospitality, Tourism and Leisure, Person</p> <p>Atkinson, Kaplan and Young (2010), 6th edition, <i>Management Accounting</i>, Pearson Prentice – Hall.</p> <p>Garrison, Noreen and Brewer (2008) <i>Managerial Accounting</i>, 11th edition, McGraw-Hill/Irwin.</p> <p>Recommended Texts</p>		

	<p>Charles H. Gibson (2007), <i>Financial Reporting and Analysis</i>, 10th edition, Thomson South-Western.</p> <p>Nick Antill & Keneth Lee (2008), <i>Company Valuation under IFRS: Interpreting and forecasting accounts using International Financial Reporting Standards</i>, 2nd edition, Harriman House Publishing.</p> <p>Bob Ryan (2008), <i>Finance and Accounting for Business</i>, 2nd edition, Thomson Learning.</p> <p>Web Sources</p> <p>Class notes, articles and other materials are provided on Moodle.</p>
Αξιολόγηση	There will be a project and a final exam. The project will consist of analyzing the financial statements of a real world company.
Γλώσσα	English/Greek

Τίτλος Μαθήματος	MARKETING MANAGEMENT & BUSINESS COMMUNICATION				
Κωδικός Μαθήματος	MBA560				
Τύπος μαθήματος	Core/Required				
Επίπεδο	Postgraduate				
Έτος / Εξάμηνο φοίτησης	Semester 1				
Όνομα Διδάσκοντα	J. Souvatzis				
ECTS	6	Διαλέξεις / εβδομάδα	2 ½	Εργαστήρια / εβδομάδα	N/A
Στόχοι Μαθήματος	This module is a study of the managerial aspects of tourism marketing. The module emphasises the quantitative and qualitative criteria used in evaluating marketing alternatives and in choosing among these alternatives. The course includes topics related to market segmentation, marketing research, tourism product/service development, branding, promotion, and pricing, channels of distribution, marketing strategy, and global tourism marketing. An additional objective of this module is to improve students' ability to speak effectively in various tourism managerial situations, including speaking impromptu, explaining extremely difficult subject matter, and persuading people on a volatile issue.				
Μαθησιακά Αποτελέσματα	On completion of the course students will have: <ul style="list-style-type: none">- Developed the skills needed to analyze and solve complex tourism marketing problems through case analysis;- Developed a good understanding of marketing concepts, analytical tools and techniques, the tourism marketing process, functions, and the environment of marketing from both a domestic and global perspective.- be more effective and adaptable communicators- grab and retain audience interest and understanding- Produce effective presentations				
Προαπαιτούμενα	None		Συναπαιτούμενα	None	
Περιεχόμενο Μαθήματος	The following topics will be covered in the lectures: Marketing <ul style="list-style-type: none">- Overview of Tourism Marketing Management- Tourist and business buying behaviour- Products, Brands & Services- Pricing- Advertising, Promotion and PR				

	<ul style="list-style-type: none"> - Tourism product Distribution, Marketing Channels, Retailing & Wholesaling - Planning the Marketing Program - Value Creation and Market Segmentation - Product Positioning - Global Tourism Marketing - Direct marketing and online marketing - Service department costing <p>Business Communication</p> <p>The syllabus for this course is the case studies on which the students will base their presentation and argumentation. These topics cover two main areas: Persuasive strategy and structure and Persuasive presentation.</p>
Μεθοδολογία Διδασκαλίας	<p>Marketing: The material will be presented by a variety of teaching approaches that may include lectures, in-class exercises, multimedia cases, short videos, World Wide Web sites, homework, computer models, group case analysis and presentation, and class discussion of assigned readings and cases.</p> <p>Business Communication: There is no formal teaching for this module. Students will need to prepare on their own a set of tasks and present them to the class. Students benefit by receiving feedback from both instructors and peers and by coaching and collaborating with others. Before class every student should develop his/her idea from a specific source and be prepare during class to discuss and give feedback to other students, receive feedback and enhance his/her assignment. A student's learning and improvement in this course will correlate directly to the amount of effort the student contributes and receives during feedback.</p>
Βιβλιογραφία	<p>Kotler T. Philip and Bowen John, (2009), <i>Marketing for Hospitality & Tourism: United States Edition</i>, Pearson</p> <p>Munter, M. and Russell, L. (2008), <i>Guide to Presentations</i>, 2nd edition, Prentice Hall.</p>
Αξιολόγηση	The module will be assessed by examination and coursework.
Γλώσσα	English/Greek

Τίτλος Μαθήματος	LEADERSHIP AND ORGANIZATIONAL BEHAVIOUR				
Κωδικός Μαθήματος	MBA580				
Τύπος μαθήματος	Core/Required				
Επίπεδο	Postgraduate				
Έτος / Εξάμηνο φοίτησης	Semester 1				
Όνομα Διδάσκοντα	C. Akrivos				
ECTS	3	Διαλέξεις / εβδομάδα	2 ½	Εργαστήρια / εβδομάδα	N/A
Στόχοι Μαθήματος	The purpose of this module is to investigate the frameworks, theories and research relevant to understanding the behavior of people within the context of tourism sector companies. The module covers the three dimensions of organizational behavior namely, Individual (Personality, Perception and Motivation), Team (Communication and Negotiation) and Organizational (Design, Culture and Change) with reference to case studies.				
Μαθησιακά Αποτελέσματα	<p>This course is designed to help students develop the skills necessary to accomplish the following:</p> <ul style="list-style-type: none">– Assess your personality, values and interpersonal skills and understand the implications for your work life.– Implement practices that foster organizational citizenship, collaboration, and teamwork.– Diagnose and solve interpersonal and team problems.– Analyze the human resource architecture of an organization and its relationship to organizational strategy– Assess and develop your leadership skills at the group and tourism organizational levels– Foster innovation and creativity within organizations– Promote performance and organizational change through organizational culture and socialization tactics– Assess your own ethical standards, and apply ethical guidelines to human resource and organizational decisions– Stimulate, challenge and encourage critical skills thinking				
Προαπαιτούμενα	None		Συναπαιτούμενα	None	
Περιεχόμενο Μαθήματος	Major topics to be discussed in the course are: <ul style="list-style-type: none">– Values, Attitudes, and Social Perception– Motivation– Stress Management– Power and Politics– Decision Making				

	<ul style="list-style-type: none"> - Work Teams and Group dynamics - Communication, Conflict Management and Negotiation - Human Resource Architecture of the Organization: Leadership of Work Groups and of Organizations - Leadership and Change - Creativity and Innovation in the Workplace - Organization Culture - Organizational Change and Development - Ethical Decision Making at the Individual & Organizational Levels
Μεθοδολογία Διδασκαλίας	The material will be presented by a variety of teaching approaches that may include lectures, in-class exercises, multimedia cases, short videos, World Wide Web sites, homework, computer models, group case analysis and presentation, and class discussion of assigned readings and cases.
Βιβλιογραφία	<p>Mullins J. Laurie, Dossor Penny (2013), Hospitality Management and Organisational Behaviour, Pearson</p> <p>Stephen P. Robbins, Timothy, A. Judge (2008), <i>Organizational Behavior</i>, 13th edition, Pearson Prentice Hall.</p>
Αξιολόγηση	The module will be assessed by a two pieces of coursework (50%) and a final examination (50%).
Γλώσσα	English/Greek

Τίτλος Μαθήματος	BUSINESS STRATEGY				
Κωδικός Μαθήματος	MBA581				
Τύπος μαθήματος	Core/Required				
Επίπεδο	Postgraduate				
Έτος / Εξάμηνο φοίτησης	Semester 2				
Όνομα Διδάσκοντα	C. Akrivos				
ECTS	6	Διαλέξεις / εβδομάδα	2 ½	Εργαστήρια / εβδομάδα	N/A
Στόχοι Μαθήματος	<p>The aim of this module is to improve student’s ability to evaluate the environments in which tourism firms operate, to appreciate the content, formulation, and implementation of business and corporate strategies, and to understand their own role in a tourism organization.</p> <p>This module brings together the material students have covered in various functionally oriented modules at NUP. This module is based upon the idea that tourism business is inherently an integrated activity and no major functional area of a tourism company can be fully understood in isolation. Therefore understanding how the different functional areas that you have examined individually during your program of study interact is critical to understanding the subject of business and commerce.</p>				
Μαθησιακά Αποτελέσματα	<p>On completion of the course students will have:</p> <ul style="list-style-type: none">– acquired an understanding of the strategic issues confronting general managers in the tourism sector,– developed methods for thinking about and for analyzing these issues,– examined the ways in which strategies are formulated and implemented,– gained an appreciation for the dynamic nature of business enterprise,– Understood the reasons for good and bad performance by a firm.				
Προαπαιτούμενα	None		Συναπαιτούμενα	None	
Περιεχόμενο Μαθήματος	<p>The Concept of Strategy</p> <ul style="list-style-type: none">– Competitive Advantage– Review of Resources and Capabilities– Review of Industry Analysis and Competitor Analysis– Industry Evolution– Technology Dynamics– Industry Evolution– Mature Markets				

	<ul style="list-style-type: none"> - International Tourism Strategy - Organizing for International Competitiveness - Managing Across Borders - New Strategic Requirements - Managing Across Borders - New Organizational Requirements - Diversification/M&A - Alliances - When to Ally and When to Acquire - How to Make Strategic Alliances Work - Managing Corporations
Μεθοδολογία Διδασκαλίας	The material will be presented by a variety of teaching approaches that may include lectures, in-class exercises, multimedia cases, short videos, World Wide Web sites, homework, computer models, group case analysis and presentation, and class discussion of assigned readings and cases.
Βιβλιογραφία	<p>Okumus, F., Altinay, L., & Chathoth, P. (2010), Strategic Management for Hospitality and Tourism (1st ed.). Butterworth-Heinemann</p> <p>Grant, Robert M. (2016), Contemporary Strategy Analysis, John Wiley</p> <p>Johnson, Scholes and Whittington (2007), Exploring Corporate Strategy: Text and cases, 8th edition, Prentice Hall.</p>
Αξιολόγηση	The module is assessed by coursework (accounting for 50% of the total mark) and a final examination (accounting for 50% of the total mark). The coursework will comprise a basic strategic analysis of a business.
Γλώσσα	English/Greek

Τίτλος Μαθήματος	OPERATIONS & HUMAN RESOURCE MANAGEMENT				
Κωδικός Μαθήματος	MBA590				
Τύπος μαθήματος	Core/Required				
Επίπεδο	Postgraduate				
Έτος / Εξάμηνο φοίτησης	Semester 1				
Όνομα Διδάσκοντα	John Politis				
ECTS	6	Διαλέξεις / εβδομάδα	2 ½	Εργαστήρια / εβδομάδα	N/A
Στόχοι Μαθήματος	<p>The aims of this module are twofold: Firstly, to provide students with a good understanding of the fundamental concepts, principles, and techniques that underpin efficient and effective management of resources, activities, production and delivery of products and services to customers, and secondly to provide students with an understanding of the leadership role of managers in organizing, directing, and supervising employees in the tourism sector. The students are exposed to topics such as product and service design, process analysis, business process reengineering, lean production, Just-in-Time, materials and inventory management, quality management, six sigma, project management, and supply chain and commerce and operations management, and will analyse a number of case studies using quantitative tools.</p> <p>Students will assess the impact of efficient and effective operations on the competitive advantage of a tourism company by analysing the way operations determine the ability of tourism organisations to respond quickly to customer and market requirements as well as their capacity to produce low cost and with high quality products and services. In addition, this course deals with the strategic and tourism operational management of activities related to the performance of the human resource in an organization. It is an upper-level course designed to give students a comprehensive overview of the procurement, use, development, and management of human resources in organizations.</p>				
Μαθησιακά Αποτελέσματα	<p>Upon completing this course, students should be able to:</p> <ul style="list-style-type: none"> – understand the central role of tourism operations management in creating, maintaining and enhancing a tourism company competitive advantages – management strategies in tourism service organizations – understand how a product or service is designed, produced and delivered to the customer. – understand the interdependence of the operations function of a tourism company with the other key functional areas of a firm such as marketing, finance, commerce and IT. 				

	<ul style="list-style-type: none"> - Employ analytical skills and quantitative problem-solving tools to the analysis of the operations problems - Understand the importance of group dynamics in a project and the need to work cooperatively and productively within a project team. - discuss the role played by human resource management in relation to other functions to support organizational success; - explain how external factors such as the economy, globalization, organized labour, and legislation have influenced the development and role of human resources management strategy and planning; - identify current laws that protect the interests of employers and employees, and their impact on human resources management; - discuss the processes involved with staffing, from job analysis, job description, recruitment and selection, an organization and the ways in which internal and external factors affect them; - explain why performance management is critical to organizational performance, and what tools are available to management to maximize performance; - describe the role of training and development in organizational performance, and how this role should be effectively managed; - identify the compensation and benefit strategies an organization can use to attract and retain employees, and the factors considered in establishing a particular approach to compensation; - discuss the ways in which an employer must protect its employees' rights, including safety, security, health, and privacy; - discuss the complex demands on human resource managers in modern tourism companies. 		
Προαπαιτούμενα	None	Συναπαιτούμενα	None
Περιεχόμενο Μαθήματος	<p>The syllabus deals with three broad topics, namely process analysis and design, supply chain management and quality and process improvement. A number of subtopics which integrate operations management with other functional areas are included in those broad categories. The detailed content is given below.</p> <p>Process Analysis and Design</p> <ul style="list-style-type: none"> - Operations Strategy; Product Design; Process Analysis; Job Design and Measurement; Manufacturing Process Selection; Assembly Line Balancing; Services; Waiting Line Analysis. <p>Supply Chain Management</p> <ul style="list-style-type: none"> - Capacity Planning; Aggregate Planning; Inventory Control; Materials Requirements Planning; Enterprise Resource Planning; Supply Chain Strategy; Lean Production; Just-in-Time. <p>Quality Management and Process Improvement</p> <ul style="list-style-type: none"> - Business Process Reengineering; Quality Management and 6σ; Statistical Process Control. <p>Human Resources</p> <ul style="list-style-type: none"> - Management Project, Team Formation, Team Player Style Survey - Changing Nature of Human Resource Management - Strategic HR Management 		

	<ul style="list-style-type: none"> - Learning to work in teams: Human Resource Management Group Game - Organization/Individual Relations and Retention - Legal Framework of Equal Employment - Managing Equal Employment and Diversity - Jobs and Job Analysis - Recruiting in Labour Markets - Selecting Human Resources - Training Human Resource - Careers and HR Development - Performance Management and Appraisal - Compensation Strategies and Practices - Variable Pay and Executive Compensation - Managing Employee Benefits - Health, Safety and Security - Employee Rights and Discipline - Union Management Relationships
Μεθοδολογία Διδασκαλίας	The material will be presented by a variety of teaching approaches that may include lectures, in-class exercises, multimedia cases, short videos, World Wide Web sites, homework, computer models, group case analysis and presentation, and class discussion of assigned readings and cases.
Βιβλιογραφία	<p>Clayton W. Barrows, Tom Powers and Dennis Reynolds. (2012) Introduction to Management in the Hospitality industry. Tenth Edition. John Wiley and Sons, Inc.</p> <p>Sudhir Andrews, (2012) Human Resource Management in Hospitality, Tata McGraw Hill.</p> <p>Russell and Taylor (2009), <i>Operations Management</i>, 6th edition, John Wiley & Sons.</p> <p>William J. Stephenson (2009), <i>Operations Management</i>, 10th edition, McGraw-Hill.</p> <p>Robert L. Mathis and John H. Jackson (2009), <i>Human Resource Management</i>, 12th edition, Thomson Learning, South-Western.</p>
Αξιολόγηση	The module will be assessed by a two pieces of coursework and a final examination. The coursework accounts for 50 percent of the mark and the final examination for 50 percent of the mark.
Γλώσσα	English/Greek

Τίτλος Μαθήματος	TOUR OPERATING MANAGEMENT				
Κωδικός Μαθήματος	TOUR520				
Τύπος μαθήματος	Core/Required				
Επίπεδο	Postgraduate				
Έτος / Εξάμηνο φοίτησης	Semester 2				
Όνομα Διδάσκοντα	C. Akrivos				
ECTS	6	Διαλέξεις / εβδομάδα	2 ½	Εργαστήρια / εβδομάδα	N/A
Στόχοι Μαθήματος	<p>Tour operating management is an essential dimension of tourism industry and is fastest growing at global level. It requires systematic and scientific approaches to deal with the growing demands for tour operating.</p> <p>This course is designed to provide the students with conceptual and theoretical framework of operations and management aspects that they will have to perform as chief executive, Tour Planner, Tour Manager and Strategic Manager. The theoretical knowledge will complemented by practical exercise including case studies, simulation and role play. Special emphasis is given to enhance enterprise situation in the context of dynamic environment.</p> <p>Additionally the course aims to provide a comprehensive theoretical and practical knowledge to the students for understanding the concept of tour operation, types of tour, standard components of tour package and preparation of tour packages- their costing and pricing and marketing strategies.</p>				
Μαθησιακά Αποτελέσματα	<p>As a result of taking this course, students should be able to:</p> <ul style="list-style-type: none"> - Describe tourism industry and the role of intermediaries with emphasis in tour operators management - Recognize the importance of tour operator role in the tourism industry. - Prepare and promote package tours - Design and negotiate all necessary agreements with providers and partners of the tourism package 				

Προαπαιτούμενα	None	Συναπαιτούμενα	None
Περιεχόμενο Μαθήματος	<ul style="list-style-type: none"> - Tour package-origin and growth over the years, components of a tour package. - Types of tour packages, tour operation industry in Cyprus and global level. - Role and contribution of tour operation industry and its future prospects. Linkages of tour operation business with principal suppliers and other agencies. - Tour designing process- meaning and steps – tour research, development of tour itinerary, negotiation with travel vendors. - Designing and printing of tour brochure; - Tour costing and pricing and Tour promotion. Detailed study of passport, visa, health regulations. - Customs and currency regulations, baggage rules and insurance, Itinerary preparation- meaning, types. - Do's and Don'ts of itinerary preparation. Limitations and constraints. Tour costing and pricing-cost concept, types of costs. Tour cost sheet. - Procedure of costing; group tour, independent tours, and business tours pricing in tour operation industry-Tour pricing strategies n India. Pricing of deferent tour packages. - Developing tour packages for business travelers; Cultural destinations; Popular Itineraries for Pilgrimage destinations. Tour packages for hill resort, adventure sports, deserts & beach resorts 		
Μεθοδολογία Διδασκαλίας	Tuition will be a combination of lectures, interactive exercises and case discussion. Course content will come primarily from the assigned textbooks. Additional content will be incorporated where appropriate.		
Βιβλιογραφία	<ul style="list-style-type: none"> - Foster, D.L.(2010) The Business of Travel Agency Operations and Administration, McGraw Hill, Singapore. - Gee, Chuck and Y. Makens, (2000) Professional Travel Agency Management, Prentice hall, New York. - Mohinder Chand,,(2007), Travel Agency Management: An Introductory Text,Anmol publication Pvt. Ltd. New Delhi. - Frenmount P.,(2000), How to open and run a Money Making Travel Agency, Johan Wiley and Sons, New York.. - Gregory A.,(1990), The Travel Agent: Dealer in dreams,, Prentice Hall, London. - Yole P.,(2000), The Business of Tour Operations, Pitman, Landon. - Witt S., and Moutnho L.,(1990) Tourism, marketing and management handbook (ed.), prentice Hall, UK. 		

Αξιολόγηση	The module is assessed by coursework (accounting for 50% of the total mark) and a final examination (accounting for 50% of the total mark). The coursework will comprise a business plan of a business.
Γλώσσα	English/Greek

Τίτλος Μαθήματος	HOSPITALITY OPERATIONS MANAGEMENT				
Κωδικός Μαθήματος	TOUR530				
Τύπος μαθήματος	Core/Required				
Επίπεδο	Postgraduate				
Έτος / Εξάμηνο φοίτησης	Year 1 / Semester 2				
Όνομα Διδάσκοντα	M. Vastardis				
ECTS	6	Διαλέξεις / εβδομάδα	3 hours	Εργαστήρια / εβδομάδα	3 hours
Στόχοι Μαθήματος	<p>This module aims to:</p> <ul style="list-style-type: none"> • Introduce, analyze and discuss the aspects of modern hotel operation management. • Present a strategic view of the management of hotel operations • Discuss and present the major activities and organization of the major Hotel Departments and discuss the managerial aspects related to those departments, and • Communicate and explain the role of the General Manager and his/her team, and the methods he exercises in order to meet the established operational goals and objectives. • Familiarize students with the processes procedures and development of Hotel Marketing Plan, Annual Profit Plan & Hotel Business Plan.(as planning tools and as control vehicles) 				
Μαθησιακά Αποτελέσματα	<p>After completing this course, the student should be able to:</p> <ul style="list-style-type: none"> • Introduce, analyze and discuss the aspects of modern hotel operation management. • Present a strategic view of the management of hotel operations • Discuss and present the major activities and organization of the major Hotel Departments and discuss the managerial aspects related to those departments, and • Communicate and explain the role of the General Manager and his/her team, and the methods he exercises in order to meet the established operational goals and objectives. 				

	<ul style="list-style-type: none"> Become familiar with the processes procedures and development of Hotel Marketing Plan, Annual Profit Plan & Hotel Business Plan.(as planning tools and as control vehicles) 		
Προαπαιτούμενα	-	Συναπαιτούμενα	-
Περιεχόμενο Μαθήματος	<p>Understanding Hotel Operations.</p> <p>The subjects of Hotel development and the influences of transport, social patterns habits and economic climate as well of the external activities (legal, market, financial and political, etc) will be discussed. The characteristics of services and the important factors for guests choosing a hotel. The types of lodging industry and the operational characteristics as well the types of customers patronizing the hotel and their expectations.</p> <p>Managing in the Hotel Business</p> <p>Hotel management models, the 18 management skills and the key result areas in hotel management will be briefly discussed (They will be extensively analyzed during the second semester).</p> <p>Organizational Structure</p> <p>The Organizational Structure and the General Manager's Role, responsibilities and job description will be presented and discussed.</p> <p>The Departmental Concept</p> <p>An Overview of the Major Functional Department in the hotel.</p> <p>Front Office Management</p> <p>The subjects of Front office management, front desk, reservations and night audit along with the development of occupancy development charts, competitions analysis and management for a full house.</p> <p>Housekeeping Management</p> <p>Areas related to the management of housekeeping services, organization, Uniform and linen control, room maintenance and renovation, as well procedures in order to achieve good housekeeping performance.</p> <p><i>Maintenance and Energy Management</i></p> <p>The organization of the engineering department, repairs and maintenance, various controls, energy management, the environment and life and safety requirements.</p> <p>Yield Management</p> <p>Hotel Boutique Operations and Management</p>		

Μεθοδολογία Διδασκαλίας	Tuition will be a combination of lectures, interactive exercises and case discussion. Course content will come primarily from the assigned textbooks. Additional content will be incorporated where appropriate.
Βιβλιογραφία	Reading Hayes David, Ninemeier Jack, Miller Allisha (2016), Hotel Operations Management, Pearson Chibili Michael (2017), Modern Hotel Operations Management, Taylor & Francis Miller A. Allisha and Hayes K. David (2016), Hotel Operations Management, Pearson
Αξιολόγηση	The module is assessed by coursework (accounting for 50% of the total mark) and a final examination (accounting for 50% of the total mark). The coursework will comprise a business plan of a business.
Γλώσσα	English/Greek

Τίτλος Μαθήματος	F&B MANAGEMENT AND CONTROL				
Κωδικός Μαθήματος	TOUR540				
Τύπος μαθήματος	Core/Required				
Επίπεδο	Postgraduate				
Έτος / Εξάμηνο φοίτησης	Year 1 / Semester 2				
Όνομα Διδάσκοντα	M. Vastardis				
ECTS	6	Διαλέξεις / εβδομάδα	6 hours	Εργαστήρια / εβδομάδα	3 hours
Στόχοι Μαθήματος	<p>This module enables the acquisition and further development, knowledge, skills and techniques related to the management of food and beverage operation in the hotel industry. The module provides a basis for the continuing development of skills and through detailed analysis of operations a balance approach to customer care, quality control, and recognition of consumer needs and financial control of the food and beverage services. It will facilitate an integrated management approach to new resources, innovative possibilities and decision-making appropriate to specific marketing situations. The module analyses also the off-premise and on-premise catering for business and social functions. It investigates the operational and planning considerations, which are specific to contract catering, events, conference and banqueting.</p>				
Μαθησιακά Αποτελέσματα	<p>After completing this course, the student should be able to:</p> <ul style="list-style-type: none"> • Formulate catering, marketing and financial policies. • Display competencies in planning, implementing and controlling a specific catering system and effectively manage a simple food service operation to achieve set costs, sales, profit targets and customer satisfaction • Solve problems associated with planning of food and beverage • Determine the nature of the product, which is offered to the consumer and analyse and predict consumer needs in various market segments 				

	<ul style="list-style-type: none"> • Control production and sales • Evaluate business performance and take corrective action where necessary and evaluate personal self-development and work performance against set targets • Investigate factors determining current and future demand and relate it to food and beverage operations • Determine through cost analysis a cost efficient approach to meeting consumer needs • Develop and implement Quality Control techniques allied to business policy and client needs • Demonstrate awareness and skills in relation to a customer care approach as an inherent part of hotel management 		
Προαπαιτούμενα	-	Συναπαιτούμενα	-
Περιεχόμενο Μαθήματος	<ul style="list-style-type: none"> • Factors influencing choice of food and beverage systems • Trends in the design and planning of commercial food and beverage operations • Legal requirements in the planning of food and beverage operations • Operational and economic characteristics of food and beverage operations: • Cost analysis, cost efficient approach • Financial appraisals • Production and service requirements in order to allocate resources effectively • Developing standard recipes and production control techniques • Evaluation of production methods. • Sales mix analysis techniques to assess and evaluate profit contributions of individual menu and drinks list items • Variable costs and their effect on profit contribution • Pricing and profitability concepts within food and beverage operations: • Methods of food and beverage pricing. Application of additional pricing considerations • Operational issues affecting success of contract, event management , conference and banqueting • Type and level of service • Purchasing, delivering and storage systems • Client and contractor relationship 		

	<ul style="list-style-type: none"> • Health, safety and hygiene • Food production and service • Food production systems • Food production styles • Food and beverage service styles • On-off premise considerations • Consumer needs in various market segments • Impact on consumer choice of external environmental factors • Appropriate study methods and/or surveys to analyse market segment, consumer behaviour and preferences and catchment competition. • Advertising and merchandising strategy to food and beverage operation • Menu and beverage list for given hotel outlet to meet specific identified needs • Food and Beverage advertising • Techniques to increase trade/take up • Merchandising techniques • Advertising objectives • Merchandising objectives • E-Commerce for the Food and beverage Industry - The Growing World of Food and Beverage E-commerce • E-commerce is a quickly growing industry, with consumers expecting to be able to purchase more and more types of products online. Some categories are more suited to this than others, and food and beverage companies face challenges that others do not. However, with internet and mobile device penetration on the rise and a growing demand for convenience and variety, grocery vendors and hospitality technocrats are beginning to make their way into this space as well. • e-Commerce solutions • e-Commerce solutions help enable food and beverage organizations to better meet customer demands, streamline business processes, react quickly to market • How e-Commerce can help to streamline operation, Improve customer satisfaction and operating Margins, enhance communications for management, as well as employees, and provide with real time inventory control, and account information • E-Commerce trends for restaurants • Appropriate staffing and skills requirement
Μεθοδολογία Διδασκαλίας	Tuition will be a combination of lectures, interactive exercises and case discussion. Course content will come primarily from the assigned textbooks. Additional content will be incorporated where appropriate.

Βιβλιογραφία	<p>Dopson Lea, Hayes David (2016), Food and Beverage Cost Control, 6th Edition, Wiley</p> <p>Cousins John and Foskett David, Pennington Andrew (2016), Food and Beverage Management: For the Hospitality, Tourism and Event Industries, Goodfellow</p>
Αξιολόγηση	<p>The module is assessed by coursework (accounting for 50% of the total mark) and a final examination (accounting for 50% of the total mark). The coursework will comprise a business plan of a business.</p>
Γλώσσα	English/Greek

Τίτλος Μαθήματος	TOURISM ECONOMICS and POLICY				
Κωδικός Μαθήματος	TOUR560				
Τύπος μαθήματος	Core/Required				
Επίπεδο	Postgraduate				
Έτος / Εξάμηνο φοίτησης	Year 1 Semester 2				
Όνομα Διδάσκοντα	Spyros Vliamos				
ECTS*	3	Διαλέξεις / εβδομάδα	2 ½	Εργαστήρια / εβδομάδα	N/A
Στόχοι Μαθήματος	The purpose of this module is to develop students understanding of the tourism economics in both micro and macroeconomic perspectives to enhance their skills in taking tourism policy decisions and in analyzing tourism economic business environment.				
Μαθησιακά Αποτελέσματα	<p>This course is designed to help students develop the skills necessary to accomplish the following:</p> <ul style="list-style-type: none">• Demonstrate Knowledge of the different style structures and types of Tourism Products• Describe Classification systems for travel movements• Identify and analyze parameters affecting Tourism Demand• Analyze the impact of Tourism on National and international economy• Analyzing the reasons for State intervention and shaping Tourism policy.				
Προαπαιτούμενα	Economics (micro and Macro)	Συναπαιτούμενα		None	
Περιεχόμενο Μαθήματος	<p>Major topics to be discussed in the course are:</p> <ul style="list-style-type: none">• The problem of Scarcity,• Choice, and Alternatives,• Scope of Tourism Economics,• Theory of Tourism Demand and Supply,• Meaning and Measurement Elasticity of Demand and Supply;• Macroeconomic Components,• Issues and Policies.				

	<ul style="list-style-type: none"> • Leisure and Tourism. • Resources in Tourism and Tourism Demand, • Tourism Forecasting • Theory of Pricing Tourism Products • Cost and Supply in Tourism. • Market Structure and Pricing. • Tourism Investment and Finance • Impact of Tourism Sector in National Economy
Μεθοδολογία Διδασκαλίας	The material will be presented by a variety of teaching approaches that may include lectures, in-class exercises, multimedia cases, short videos, World Wide Web sites, homework, computer models, group case analysis and presentation, and class discussion of assigned readings and cases.
Βιβλιογραφία	<p>Dwyer L., Forsyth P. and Dwyer W. (2010) , <i>Tourism Economics and Policy</i>, Channel View Publications</p> <p>Robinson P.; and Luck M. and Smith S. (2013), <i>Tourism</i>, Cabi.</p> <p>Rodolfo B. and Klobas J (2011) <i>Quantitative Methods in Tourism</i>, Channel View Publications</p> <p><u>Stabler</u>, M. , <u>Papatheodorou</u> A. and , <u>Sinclair</u> T. (2010) <i>The Economics of Tourism</i> Routledge.</p> <p>Tribe, J. (2011) <i>The Economics of Recreation, Leisure and Tourism</i>, (4th ed.), Elsevier Ltd.</p> <p>Vanhove N. (2011) <i>The Economics of Tourism Destinations</i> Routledge.</p> <p>Vellas F. and Becherel L (1995) <i>International Tourism</i>, Palgrave</p>
Αξιολόγηση	The module will be assessed by a two pieces of coursework (50%) and a final examination (50%).
Γλώσσα	English/Greek

Τίτλος Μαθήματος	DISSERTATION				
Κωδικός Μαθήματος	MDIS600				
Τύπος μαθήματος	Research				
Επίπεδο	Postgraduate				
Έτος / Εξάμηνο φοίτησης					
Όνομα Διδάσκοντα	Members of Faculty				
ECTS	24	Διαλέξεις / εβδομάδα	N/A	Εργαστήρια / εβδομάδα	N/A
Στόχοι Μαθήματος	The aim of this element of the programme is to provide a framework for the development of independent research skills and autonomous learning abilities by the students. Intellectual development and the fostering of analytical skills are key objectives of the programme and the Dissertation requirement, which students meet by writing a 10,000 word research project, enables students to achieve those objectives.				
Μαθησιακά Αποτελέσματα	As a result of the dissertation students will acquire: <ul style="list-style-type: none">- A good understanding of the issues at the forefront of their academic discipline.- A comprehensive understanding of techniques applicable to their own research area.- Ability to evaluate critically current research and advanced scholarship in the discipline				
Προαπαιτούμενα		Συναπαιτούμενα			
Περιεχόμενο Μαθήματος	Students undertake a research project, on a title agreed between them and a member of the academic staff. Students agree with their supervisor a programme of deliverables and supervisory meetings throughout the period of work on the Dissertation. These meetings are used for the supervisor to tutor the student, offer guidance and monitor progress. For the student it presents a regular way of raising questions and asking for clarifications on the research projects, such as methodological approaches or research techniques.				
Μεθοδολογία Διδασκαλίας	Each student of the Programme is assigned a supervisor under whose direction he/she designs a research strategy that includes the topic to be researched, the bibliographical and other sources and the structure of the dissertation. The student works closely with the supervisor to study the relevant literature, to produce an original piece of research that will				

	demonstrate presentational as well as contextual competences. The dissertation is completed by the student within the time period specified by the programme under the supervision of a member of staff.
Βιβλιογραφία	Kirkman, J. (1996). Good Style - writing for science and technology. E & FN SPON, London. Turk, C.and Kirkman, J. (1996). Effective Writing-improving scientific, technical and business communication. 2nd Edition, E & FN SPON, London.
Αξιολόγηση	Assessment is continuous but the final mark will reflect the quality of the Dissertation and it will be based on overall context and presentation, on originality and use of resources and on the way the research topic is handled.
Γλώσσα	English/Greek