

Higher Education Institution's Response

Date: 15 September 2021

- **Higher Education Institution:**
University of Nicosia

- **Town:** Nicosia

- **Programme of study
Name (Duration, ECTS, Cycle)**

In Greek:

Διοίκηση Φιλοξενίας (4 χρόνια, 240 ECTS, Πτυχίο

Διοίκησης Επιχειρήσεων)

In English:

Hospitality Management (4 years, 240 ECTS, Bachelor
of Business Administration)

- **Language(s) of instruction:** English

- **Programme's status:** Currently Operating

- **Concentrations (if any):**

In Greek: Εξειδίκευση: Διαχείριση Θέρετρου;

Εξειδίκευση: Διαχείριση Ξενοδοχείων και Εστιατορίων

In English: Concentration: Integrated Resort
Management; Concentration: Hotel and Restaurant
Management

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. Guidelines on content and structure of the report

- *The Higher Education Institution (HEI) based on the External Evaluation Committee's (EEC's) evaluation report (Doc.300.1.1 or 300.1.1/2 or 300.1.1/3 or 300.1.1/4) must justify whether actions have been taken in improving the quality of the programme of study in each assessment area.*
- *In particular, under each assessment area, the HEI must respond on, without changing the format of the report:*
 - *the findings, strengths, areas of improvement and recommendations of the EEC*
 - *the conclusions and final remarks noted by the EEC*
- *The HEI's response must follow below the EEC's comments, which must be copied from the external evaluation report (Doc.300.1.1 or 300.1.1/2 or 300.1.1/3 or 300.1.1/4).*
- *In case of annexes, those should be attached and sent on a separate document.*

0. Introduction and overall assessment

We refer to the report of the External Evaluation Committee (EEC) for the evaluation-accreditation of the program of study: 'Hospitality Management (4 years / 240 ECTS, Bachelor of Business Administration (with Concentration: Integrated Resort Management; and Concentration: Hotel and Restaurant Management) - Conventional 'which was prepared following a virtual visit at the University of Nicosia by the members of the EEC on May 27th, 2021.

We would like to thank the EEC members for their professional and thorough work during the evaluation of the BBA Hospitality Management program and their report. We would also like to express our appreciation for the collegial and constructive approach with which they conducted their evaluation. A number of full-time faculty, a number of adjunct faculty, as well current students of the BBA Hospitality Management program were virtually present during the evaluation.

The EEC report is positive with all eighteen sections and categories being marked as "Compliant".

We welcome the positive commentary regarding the programme's strengths. At the same time, we appreciate the recommended changes. It is apparent that the judgements reached by the EEC during the online visit are of great value for the quality of learning opportunities in respect to the BBA Hospitality Management programme.

The Committee's recommendations focused predominantly on each course's Intended Learning Outcomes. Based on the Committee's suggestions, we have now improved and realigned with the programme's Learning Objectives. The programme's team reconsidered the number of

ILOs, prepared focused ILOs and corrected the content for some of the courses (including those named by the Committee: Introduction to Management; F&B Cost Control; and Spa and Wellness Operations Management, among others).

Moreover, based on the Committee's suggestion, to better align with General Objective 4 (on ethics, sustainability) and Specific Objective 5 (on civic responsibility), the programme's team explicitly integrated ERS principles into programme and course ILOs. Moreover, based on the Committee's suggestion, the Research Methods course became obligatory: this is essential for preparing all students with necessary knowledge and skills to gather and interpret relevant data. Furthermore, the programme team incorporated FQEHEA aspects in required modules, as suggested by the Committee. In addition, the course 'Thesis - HOSP-490' is now weighted at 12 ECTS, as suggested by the Committee.

This document informs the Committee about the actions taken to ensure that each suggestion was appropriately considered. To support navigation through the 'response-document', we present each section separately. Each section is comprised by a) EEC's findings, b) strengths, c) suggestions, and d) the actions taken by the Coordinator and Faculty of the BBA Hospitality Management programme.

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

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We do appreciate the Committee's assessment and feedback. In summary the EEC reports that:

- At the University level, there are quality procedures that ensure external national assessments on a 5-year time frame conducted by the Cyprus Agency of Quality Assurance and Accreditations in Higher Education (CYQAA).
- The University has implemented an Internal Quality Assurance structure that requires self-assessment of all the faculties and administrative staff every academic year carried out by the University Internal Quality Assurance Committee (UIQAC).
- In the event changes are needed in the programme there are clearly defined procedures for continuous curriculum reform and a practice of consultation with faculty.

Section 1.1 presents the findings and strengths of the category "Study programme and study programme's design and development" as these were reported by the EEC. Section 1.2 summarises the EEC constructive feedback and our response/actions.

1.1 Findings and Strengths reported by the EEC

Findings

"At the University level, there are quality procedures that ensure external national assessments on a 5-year time frame conducted by the Cyprus Agency of Quality Assurance and Accreditations in Higher Education (CYQAA). Additionally, QA is provided through the European Guidelines and Standards for Quality Assurance, the European Approach for Quality Assurance of Joint Programmes, the Private Universities (Establishment, Operation and Control) Law 109(1) of 2005 and the KYSATS – Cyprus National Academic Recognition Information Centre - NARIC Law".

"The University has also implemented an Internal Quality Assurance structure that requires self-assessment of all the faculties and administrative staff every academic year carried out by the University Internal Quality Assurance Committee (UIQAC). The composition, processes and responsibilities of UIQAC were recently updated to reflect the newest version of the European Standards and Guidelines of 2015 (ESG 2015). The UIQAC through its subcommittees, assures quality at an institutional, departmental and programme level."

"In the event changes are needed in the programme there are clearly defined procedures for continuous curriculum reform and a practice of consultation with faculty. Changes might be initiated by faculty, students and alumni or by industry. The policy for QA ensures academic integrity and freedom and is vigilant against academic fraud."

Design, approval, on-going monitoring and review

“The programme rationale fits well with the School’s strategy. It aims to develop students’ personal skills and competences and trains them to be effective responsible managers who can operate in an international environment. Its objectives are in line with the institutional context and are appropriate to target market and the profile of students.”

“Taking into account the new circumstances created by the COVID-19 pandemic, the School has successfully transferred its programme delivery to online mode because all faculty and staff were already used to distance learning environment before the pandemic.”

“There is a good balance of the academic and managerial dimensions, both in terms of the assignment undertaken by students and the mix of faculty from the academic and corporate world. The program curriculum aims to provide students a solid foundation in fundamental hospitality business issues and their application in real working environment. An extensive offer of elective courses enables students to tailor their own studies.”

“The concentration on Integrated Resorts Management incorporates a cluster of courses in the field of lodging, food and beverage, entertainment, gaming, convention and wellness. The concentration on Hotel and Restaurant Management focuses on courses such as Food Service Layout and Design, Food Production and Restaurant Operations gaining an in depth understanding of the hotel and restaurant sector.”

“To satisfy the needs of the practical courses, the School created cooking labs, restaurant, bar that simulate an operation within a hotel and thus enables an excellent learning environment for students, which is very commendable.”

“The general programme ILOs are specified and clear (seven ILOs). Additionally, there are specific ILOs defined for the two concentrations. However, more work needs to be done on course ILOs and especially in the effort to explain them to their students and all faculty, and also to ensure that the ILOs are properly assessed. Namely, the extension of the programme level objectives into the ILOs at the course level is in most cases not well expressed. For example, ILOs of the courses are as long as the course content and some courses have set longer list of ILOs than the course content; in certain cases, like the course F&B Cost Control, or Spa and Wellness Operations Management, the course objectives and/or ILOs are too general (not specifically set for the course); and in the case of Introduction to Management the ILOs do not at all correspond to the course title, course objectives and the course content. This clearly indicates that this area requires significant improvement so that the course ILOs are connected to the ILOs defined on the program level as well as to the specific concentration level in order to make a necessary explicit link between them. Since the School passed the eligibility for AACSB accreditation and has started to work with the assigned mentor, the EEC is convinced that the School will follow all necessary steps to set properly all ILOs.”

“Although the 4th general objective of the programme refers to ethics and sustainability, and a specific objective to civic responsibility, the ILOs of programme concentration on Integrated Resort

Management refers only to ability of students to apply ethical reasoning and professional judgement in gaming operations, and in the case of Hotel and Restaurant Management to apply the same ethical reasoning in hotel and restaurant operations. ILOs of both concentrations leave aside the sustainability issues.”

“Additionally, ILOs of most relevant courses do not mention ERS at all. The EEC therefore strongly recommends to the School to integrate principles of ERS explicitly into programme and course ILOs. However, during the online evaluation the EEC was informed about ongoing encouragement of students’ involvement in societal and sustainable initiatives, which is very commendable.”

“Overall, the EEC found the quality of teaching and learning delivery to be sound with appropriate range of methods in use. It offers a good combination of individual exercises and group work. The quality of teaching is regularly monitored through student evaluations.”

“Pedagogy seems to be satisfactory. Thanks to the School’s good connections with the corporate world, corporate needs are well covered in the programme design. The quality of the international experience is very good. There is also a significant number of ERASMUS exchange students in the programme (before COVID-19). However, the EEC noticed that the programme does not offer research methods as an obligatory course which is essential for preparing all students with necessary knowledge and skills to gather and interpret relevant data.”

Public information

“Public information regarding the study programme is up-to date and readily accessible. Selection criteria are clear as well as student transfer to the School from another school and his/hers corresponding credit transfers. Students are well informed about the programme curriculum, the educational procedures implemented and the services of the School. Additionally, an Orientation Day is organised every year at the beginning of the academic year for all new-coming students to introduce them to the programme of study, the activities included and the teaching staff.”

Information management

“The University of Nicosia is a private university run by a coherent and ambitious management. The management has a clear vision of how to satisfy the needs of the job market. The School manages its own faculty, programmes, student admissions and future research. 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 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 Head of the Programme and the relevant services and officers and necessary actions are taken accordingly.”

Strengths

- A strong engagement of the enthusiastic and dedicated faculty

- National reputation and international presence
- Obligatory internship
- Corporate partners
- Ability to blend academic and managerial dimensions into teaching
- Possibility for students to tailor their own studies

1.2 Constructive Feedback by the EEC

- a. Development of all aspects of ILOs
- b. Introduction of principles of ERS explicitly integrated in the programme and course ILOs
- c. Introducing Research methods as an obligatory course

a. Action/Response (Development of all aspects of ILOs):

We very much appreciate this recommendation, which aims at improving the ILOs of each individual course, and therefore, the programme as a whole. Towards this end, we edited all major course requirements, both concentrations' course requirements, as well as major and integration course electives. All course syllabi have been changed by reconsidering their Objectives, ILOs and Content – always in connection to the programme's Objectives and ILOs. To achieve consistency, we applied ranges in the number of Objectives (4 to 5 for each course), ILOs (5 to 7 for each course) and Content (10 to 12 entries for each course). These actions enabled us to improve consistency, and develop clearer and well-expressed entries. It is also worth mentioning that the particular change took place along with an AACSB exercise (as part of the AACSB accreditation process), aiming to develop appropriate ILOs. Please visit Appendix A, to read/ review the updated syllabi. Once again, we thank the Committee for this suggestion, which aims at improving the BBA Hospitality Management programme.

b. Action/Response (Introduction of principles of ERS explicitly integrated in the programme and course ILOs):

Thank you very much for this identification, which is indeed very helpful. There are existing courses in both concentrations, emphasizing Ethics, Sustainability and Responsibility (ESR), which have been further enriched (based on the committee's suggestion). Some examples are the following:

- THOM-235-Environmental Management for Tourism & Hospitality (required course in Concentration IRM)
- THOM-380 - Responsible Gaming and Ethics (required course in Concentration IRM)
- TOUR-450 - Sustainable Tourism (required course in Concentration HRM)

- THOM-450 – Strategic Management (required in both Concentrations)
- ESCI-200- Society & Environment (elective)
- PHIL-120 – Ethics (elective)

In addition, based on the committee's suggestion, we have updated the syllabus of the following courses, to include principles of Ethics, Sustainability and Responsibility (ESR):

- HOSP-495 - Hospitality Business Simulation (offered in both concentrations)
- THOM-210 – Bar Management (required course in Concentration HRM)
- THOM-300 - Conferences & Exhibitions (offered in both concentrations)
- HOSP 410 - Service Quality Management (required course in Concentration HRM)
- THOM-455 – Special Topics (elective)

We now believe that ESR aspects are more prevalent in both concentrations. At the same time, as stated in the committee's report (page 4), there is an 'ongoing encouragement of students' involvement in societal and sustainable initiatives, which is very commendable'. Students' involvement includes participation in societal events, research, and organization of conferences in the field of sustainability and civic responsibility, among others.

c) Action/Response (Introducing Research Methods as an obligatory course):

We fully agree with the committee's suggestion. The programme's documents have been updated to address this recommendation. Kindly visit 'Appendix B – Updated List of Courses', where the course 'BADM-431 Research Methods in Business' is presented as a required / obligatory course. This change aims to equip students with the required knowledge and skills to conduct research, gather, interpret, and present data.

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

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We do appreciate the committee’s assessment and feedback. In summary the EEC reports that:

- The University of Nicosia facilitates a student-centred learning environment via the provision of support to learners through various services and departments.
- The panel acknowledges that the University of Nicosia appears to be sufficiently resourced.
- Students revealed that they were generally happy with their experience of the programme... and were able to provide examples of their positive experiences of support from the university.
- Through the department’s ‘Let’s Talk Hospitality’ webinar series, industry practitioners are invited to engage with students.
- Students are familiar with the types of assessments in place as they spoke about both formative and summative assessments, and the usefulness of Turnitin. They are also aware of the appeal process.

Section 2.1 presents the findings and strengths of the category “Student – centred learning, teaching and assessment” as these were reported by the EEC.

Section 2.2 summarises the EEC constructive feedback and our response/actions.

2.1 Findings and Strengths reported by the EEC

Findings

“The University of Nicosia facilitates a student-centred learning environment via the provision of support to learners through various services and departments. These include:

- Centre for Research and Counselling Services
- Academic Counselling
- The Student Success Centre (including Math and Writing labs facilitated by peer tutors)
- A Careers Office.

Therefore, the panel acknowledges that the University of Nicosia appears to be sufficiently resourced in the facilitation of support services for the proposed recruitment of 40 students per semester to the evaluated programme (with two concentrations).”

“The Bachelor of Business Administration in Hospitality Management programme adopts a streamlined process to its teaching and learning principles. During discussions with the management team, teaching staff and students, it was evident that lecturers actively attempt to incorporate practice and theory in their delivery.”

“During the EEC panel’s scheduled meeting with the students, the students revealed that they were generally happy with their experience of the programme. The majority of them were in their 4th year of the programme and were able to provide examples of their positive experiences of support from the university. For example, they were impressed with some of their lecturers’ swift pivot in using the pandemic as a learning point in their curriculum. This is augmented by the department’s ‘Let’s Talk Hospitality’ webinar series, where industry practitioners were invited to engage with students.”

“Additionally, the students also provided examples of practice led modules where assessments were based on practice, for example layout and design of restaurants and conducting a service audit.”

“Students are familiar with the types of assessments in place as they spoke about both formative and summative assessments, and the usefulness of Turnitin. They are also aware of the appeal process in place as one was able to walk the panel through her inquiry of a poor mark received leading to a satisfactory response. Critically, students were aware of, and tapped into the opportunities provided by the university’s partnership with numerous overseas universities, such as the Erasmus+ programme.”

“The EEC was unable to verify that all students on the programme are engaged with research. While there are modules that include varying levels of research, for example HOSP490: Thesis (24 ECTS), BADM431 Research Methods in Business (6 ECTS) and THOM475 Senior Year Seminar (6 ECTS), none are mandatory. According to the guidelines of the Framework for Qualifications of the European Higher Education Area (FQEHEA), the Bachelor’s level qualifications are awarded to students who ‘have the ability to gather and interpret relevant data to inform judgments that include reflection on relevant social, scientific or ethical issues’. The team must therefore ensure that this proficiency is distinctly delivered in its programme curriculum.”

“It is evident that the programme team attempts to update their teaching method leveraging on relevant education technologies. This was demonstrated in the team’s development of the HOSP495 Hospitality Business Simulation module based on an update of teaching method for front office operations, from Property Management Systems (PMS) to SLATE, a hospitality business simulation teaching tool.”

Strengths

- In response to the move of teaching online, the department organised a series of online webinar series under the umbrella of ‘Let’s Talk Hospitality’ to encourage continued student engagement.

- It is evident that the programme team has implemented educational activities that successfully encourage students' participation in their learning journey. For example: Students are aware of the university's overseas partnerships and were able to tap into the opportunities with the support of the university.
- Students are aware of and could articulate their experience of formative and summative assessments in the course of their programme.

2 Constructive Feedback by the EEC

- a. Based on the programme structure, it is currently not clear if graduates of the programme are indeed able to 'gather and interpret relevant data to inform judgments that include reflection on relevant social, scientific or ethical issues' as recommended by the FQEHEA. The panel strongly recommends that the programme team considers incorporating a mandatory module that clearly delivers the proficiency advised.
- b. The EEC panel strongly recommends that the programme team re-considers the course titled 'Thesis', HOSP-490 of 24 ECTS. 24 ECTS taken in the 4th year (over 2 semesters) is not proportionate to the rest of the courses where each is weighted at 6 ECTS delivered over 1 semester. The current course syllabus does not appear to have sufficient content to merit 24 ECTS. The EEC panel therefore recommends that the 'Thesis', HOSP-490 be weighted at no more than 12 ECTS.

- a. **Action/Response (Based on the programme structure, it is currently not clear if graduates of the programme are indeed able to 'gather and interpret relevant data to inform judgments that include reflection on relevant social, scientific or ethical issues' as recommended by the FQEHEA. The panel strongly recommends that the programme team considers incorporating a mandatory module that clearly delivers the proficiency advised):**

We thank the committee for this recommendation. To ensure that all students engage in field research, where they must gather and interpret data to inform judgments on social, scientific. or ethical issues, we adopted the following changes:

- Change 1 – for the concentration 'Hotel and Restaurant Management: all students now have to conduct research on social, scientific and/ or ethical issues as part of the 'TOUR-450 - Sustainable Tourism' course. This requirement is now evident in the course's Objectives, ILOs, and Content (Appendix A). Change 2 – for the concentration 'Integrated Resort Management': all students now have to conduct research on social, scientific and/ or ethical issues as part of the 'THOM-235 - Environmental Management for Tourism and Hospitality' course. This requirement is now evident in the course's Objectives, ILOs, and Content (Appendix A).
 - In addition, as explained in the previous section, several courses have been updated to include research and scholarship requirements on ESR aspects. This effort, moreover, is complemented by the involvement of students in societal and sustainable initiatives, as well as applied research, which takes place as part of certain courses. Many of these experiences are then evaluated through reflective assessments.
- b. **Action/Response (The EEC panel strongly recommends that the programme team re-considers the course titled 'Thesis', HOSP-490 of 24 ECTS. 24 ECTS taken in the 4th year (over 2 semesters) is not proportionate to the rest of the courses where each is weighted at 6 ECTS delivered over 1 semester. The current course syllabus does not appear to have**

sufficient content to merit 24 ECTS. The EEC panel therefore recommends that the 'Thesis', HOSP-490 be weighted at no more than 12 ECTS):

We fully agree with the committee's suggestion. The programme's documents have been updated to address this recommendation. Kindly visit 'Appendix B – Updated List of Courses', where the course 'HOSP-490 - Thesis' is presented as a course weighting 12 ECTS. This change is also evident on the course's syllabus, in Appendix A.

3. Teaching staff (ESG 1.5)

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We do appreciate the committee's assessment and feedback for teaching staff. The EEC reports that:

- The number and qualifications of the teaching staff is appropriate to run a Programme in Hospitality Management (4 years / 240 ECTS).
- There are visiting staff coming to the department. They contribute to improve the quality of the programme, and the number is not unbalanced with the resident faculty members.
- The University of Nicosia has reached excellent positions in the world's academic ranks, and that is due, among other aspects, to the outputs emerging from the qualified academic staff.
- They are actively involved in research, though the scientific output is uneven across the group.

Section 3.1 presents the findings and strengths of the category "Teaching Staff" as these were reported by the EEC.

Section 3.2 summarises the EEC constructive feedback and our response/actions.

3.1 Findings and Strengths reported by the EEC

Findings

"The number and qualifications of the teaching staff is appropriate to run a Programme in Hospitality Management (4 years / 240 ECTS). The school has 38 full-time faculty members and 12 visiting professors. The teaching staff is recruited following official procedures and therefore under principles of transparency and equal opportunities. They have proved to be committed and passionate about their job."

"There are visiting staff coming to the department. They contribute to improve the quality of the programme, and the number is not unbalanced with the resident faculty members."

"The staff keeps regular contacts with other colleagues from abroad, which contributes to a sound and fruitful internationalization of the university."

"The University of Nicosia has reached excellent positions in the world's academic ranks, and that is due, among other aspects, to the outputs emerging from the qualified academic staff. Most academics hold a degree from overseas well ranked and reputed universities. Besides the university includes a Pedagogical Support Unit, an e-Learning Pedagogical Support Unit and a Technology Enhanced Learning Center that supports and promote the quality of the teaching faculty members."

“They are actively involved in research, though the scientific output is uneven across the group. The number of publications in top journals (Q1 and Q2) has expanded over recent years. The research produced in the department is fairly linked with several courses.”

“The staff will be faced with the restructuring of the School of Business. The university is planning to undergo a major reform, by merging several departments which ultimately will lead to the extinction of the Department of Hospitality, Tourism and Sports, and the creation of the Department of Management. The EEC expressed concerns with the planned changes. While understanding the need to optimize resources, the panel is of the opinion that the loss of the name of tourism is neither good for the tourism area nor for its branding, and therefore the EEC advised the university leaders to rethink the situation. It should be reminded that tourism programmes should be run in schools where tourism is properly recognized and appreciated.”

Strengths

- Qualified teaching staff
- Level of internationalisation
- Research quality and links to the teaching courses
- Pedagogical Unites that support the teaching staff

a. Constructive Feedback by the EEC

- a. Some faculty members show low levels of scientific production in particular compared to other colleagues.
- b. The EEC recommended to keep the name of tourism in the name of the Department

a. Action/Response (Some faculty members show low levels of scientific production in particular compared to other colleagues).

Many thanks for this recommendation. To encourage research and further facilitate scientific production, the University of Nicosia has implemented several initiatives. One such initiative is the Research Recognition Policy (RRP): a University-wide compensation scheme for research publications in Scopus-indexed journals. Also, the faculty is encouraged to participate in funded research projects, and raise external project funding, in collaboration with the University of Nicosia Research Foundation (UNRF). In addition, the University offers research time-release to faculty, whereas each member's research progress is recorded and evaluated through the Faculty Appraisal process. Moreover, a series of research seminars are organized and overviewed by the 'Vice Rector for Faculty and Research', every semester. While these are some of the initiatives encouraging scientific production, the effort is ongoing. Currently, the School's research approach is revisited considering the AACSB accreditation process.

b. Action/Response (The EEC recommended to keep the name of tourism in the name of the Department).

This suggestion is very much appreciated as it expresses the Committee's concern about the success of the programme. Towards this end, we would like to ensure the Committee that the Department of Management, and the changes that took place prior to the restructuring, aimed at safeguarding and strengthening the Tourism and Hospitality programmes of the school. The School of Management, and the University as a whole, relies on the Hospitality Management programme for many of its current and future strategic initiatives, and by no means undermines its important purpose and role. We do believe that the restructuring has strengthened the BBA Hospitality Management Programme.

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

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We do appreciate the Committee's assessment and feedback for teaching staff. The EEC reports that:

- The regulations regarding student admission are pre-defined and published.
- There is a welcoming/orientation week where students are introduced to every aspect and services that are offered by academic affairs office such as Academic Counselling, Centre for Research and Counselling Services (KESY), etc.
- There are mechanisms and tools that monitor students' performance.
- The progress of students is continually measured during the semester, using different methods and techniques such as face-to-face evaluations, assessments, quizzes, tests, projects, case studies and forum discussions, all structured based on the learning outcomes and goals of the course.

Section 4.1 presents the findings and strengths of the category "Student admission, progression, recognition and certification" as these were reported by the EEC.

Section 4.2 summarises the EEC constructive feedback and our response/actions.

4.1 Findings and Strengths reported by the EEC

Findings

"The regulations regarding student admission are pre-defined and published. The whole process, guidelines and policy statements for admission to the program are available online and candidates can find the requirements needed (<https://www.unic.ac.cy/admission-requirements/>). The program accepts students that fulfil the criteria of a High School Leaving Certificate and transcript and good knowledge of English language. The administration of the program is also available to support the applicants with the whole process. There is a welcoming/orientation week where students are introduced to every aspect and services that are offered by academic affairs office such as Academic Counselling, Centre for Research and Counselling Services (KESY), etc."

"Regarding student's progression, there are mechanisms and tools that monitor students' performance. The program through platforms such as Portal and Moodle, communicates with the students, gives grades/feedback and track down the progress of them. According to students' feedback, lecturers provide comprehensive and constructive feedback to students on course tasks, activities and coursework in a structured way so that students can better understand the assessment and relevant requirements. Furthermore, by analysing students' performance or absences of each student the program tries to identify students that are not progressing as they should (poor performance or lack of participation). In such cases, the program contacts the students directly to identify the reason and to find a collective supporting approach for the solution of the problem."

“The progress of students is continually measured during the semester, using different methods and techniques such as face-to-face evaluations, assessments, quizzes, tests, projects, case studies and forum discussions, all structured based on the learning outcomes and goals of the course. Students therefore receive feedback on their results during the semester and can contact their lecturers with any questions. Both methods of formative and summative evaluation are used. Students overall feel comfortable to discuss with their lecturers and academic supervisors any issues or concerns (good communication, approachable professors and constant support offered). The program uses evaluation forms for student’s feedback collection after the completion of each module.”

“Students with special needs have a special treatment. Students are assessed and treated according to their skills and abilities and will be given equal opportunities to function successfully within the program. In particular, the program has a centre that tracks the progress of such students while offering continued support. (ex. helping students with psychological issues).”

“The regulations regarding student recognition are pre-defined, published and seem to be fair. Furthermore, the program offers the opportunity and supports students to have an internship in order to gain experience. In addition to that, the university promotes mobility actively by being part of the mobility program ERASMUS plus. An evaluation report is filled during their internship that contains how the students spend their time, students and organisation’s feedback etc. The university has a variety of partners on a corporate, industry and international level for internships and volunteering projects. The program tries to link theory with practice through professional visits, guest speakers, speeches from professionals, case studies and role-playing activities.”

“The regulations in the Academic Policies of the University explain which requirements the students must meet to obtain an Academic Award. A bachelor’s degree requires a completion of at least 240 ECTS. Thus, regulations regarding student certification are pre-defined and published.”

“The students highlighted that the University is accommodating when it needs to be, that they are satisfied with the modules and with the infrastructure of the university. They also noted that the Department/University is active in helping them find jobs and overall, they did not raise any serious red flags.”

Strengths

- Clear rules on admission procedures, manuals on website
- Academic advisors supervise the student progression and may intervene in case of lower performance. Students feel comfortable to provide feedback and address any issues or concerns to their professors. According to students’ feedback their professors are very approachable and responsive.
- Link with the industry, opportunities for internships abroad and within Cyprus.
- Some of the students expressed their confidence and eagerness to continue their studies because of their experience and interaction with the program.
- The University offers scholarships on a competitive basis. This helps the University to attract top students, maintain its reputation and fulfil its role as an academic institution.

4.2 Constructive Feedback by the EEC

- a. The University of Nicosia should improve the possibility of students to go abroad on exchange programmes.
- b. The library can be improved with more publications and databases covering the tourism and hospitality areas.

a. Action/Response (The University of Nicosia should improve the possibility of students to go abroad on exchange programmes):

This recommendation is very much appreciated as it aims at improving our students' experience in a globalized and interconnected environment. Our current efforts (regarding the students of BBA Hospitality Management) are the following: the University of Nicosia is part of Erasmus+ programs and recently has signed the new Erasmus charter for higher education 2021-2027, one of the most successful educational funding projects in the world providing to all our students the opportunity for a funded mobility. Our students can study or undertake an internship for a period of up to 12 months per cycle of studies. There is a call for applications twice per academic semester and the University of Nicosia has a vast number of inter-institutional agreements that supports the transferability of the learning outcomes gained during the mobility.

The Hospitality Management programme is one of the most engaging programme for Erasmus mobility as we encourage our students and support the process for outgoing and incoming mobility with continuous support of the University Erasmus office. The Erasmus coordinator for the Hospitality Management programme is Ms. Yianna Orphanidou.

In addition, the students of Tourism and Hospitality programmes are connected to international internships, employment and mobility through Hospitality Connection (HOSCO). The University of Nicosia is a partner with the world's leading hospitality network, with 1.5 million professionals and 14000 jobs and internships available worldwide in the hospitality and tourism industry. Lecturer support is offered to all students on the first semester of their studies to create a student profile, which provides them exposure and access to a global network of hospitality related enterprises and employment opportunities. On top of the support offered by lecturers, HOSCO representatives participate in the programme's orientation event, at the beginning of each semester, where they explain to students the purpose of HOSCO membership, along with its benefits and specifics.

Below we present some links concerning outgoing mobility.

<https://www.unic.ac.cy/erasmus/>

<https://www.unic.ac.cy/erasmus/study-mobility-outgoing-mobility/>

<https://www.unic.ac.cy/erasmus/study-mobility-incoming-mobility/>

<https://www.unic.ac.cy/erasmus/inter-institutionals-aggreements/>

<https://www.unic.ac.cy/erasmus/traineeship-for-students/>

<https://www.hosco.com/en/school/university-of-nicosia-2391599>

The call for applications, is promoted and overviewed by Ms. Yianna Orphanidou (Erasmus coordinator for the Hospitality Management programme). The Committee's suggestion will be taken into serious consideration, to further enhance our students' learning experience, through exchange programmes abroad.

b. Action/ Response (The library can be improved with more publications and databases covering the tourism and hospitality areas).

Many thanks for providing us with this very important recommendation. Following your suggestion, we are currently liaising with our Director of Libraries to improve our databases concerning Tourism and Hospitality. While our effort is ongoing, we can now confirm UNIC's intended subscription to EBSCO's 'Hospitality & Tourism Complete'. The faculty and students will be able to use this resource on a trial basis from 1st September, prior to offering feedback to the programme's coordinator for final decision and full subscription. 'Hospitality & Tourism Complete' is a valuable full-text database covering all areas of hospitality and tourism, including hospitality law, market trends, food and beverage management and hotel management (<https://www.ebsco.com/products/research-databases/hospitality-tourism-complete>).

Additional resources will be evaluated and tested towards improving the library's database in the field of Tourism and Hospitality. Currently, the University of Nicosia Library offers over of 100 databases providing access to various types of sources. Students have on- and off-campus access to electronic resources via OpenAthens and Proxy Server authentication.

The resources concerning Hospitality and Tourism in UNIC's library include:

- 103,926 articles of academic related journals
- 37,078 related eBooks
- 19,798 news articles
- 39,088 articles from professional magazines, and
- 15,880 trade publications
-

UNIC's library database includes the following:

- ABI/INFORM Complete (ProQuest)
- Asian & European Business Collection (ProQuest)
- Business Market Research Collection (ProQuest)
- Business Source Ultimate (EBSCO)
- Regional Business News (EBSCO)
- Academic Search Ultimate (EBSCO)
- Scopus
- JSTOR
- Oxford Reference Online
- SAGE Research Methods Video
- ProQuest Dissertations & Theses Global

As well as journal collection from leading publishers:

- Elsevier

- Emerald
- Taylor & Francis
- SAGE
- Springer Nature
- Wiley
- Oxford University Press
- Cambridge University Press
- OVID

And access to eBooks from:

- EBSCO eBook Collection
- ProQuest eBook Central
- Publishers' collections (Elsevier, Springer, Wiley, Emerald, Oxford, Cambridge University Press).

Once again, the Committee's suggestion is taken into serious consideration. The Database will be further enriched.

5. Learning resources and student support (ESG 1.6)

Click or tap here to enter text.

We do appreciate the Committee’s assessment and feedback for teaching staff. The EEC reports that:

- The School provides students and staff with an infrastructure and facilities appropriated to the functioning of the programme. The facilities are modern and comfortable.
- The methods of teaching are in accordance with international standards. Nevertheless, the university should stimulate student-centred learning and flexible modes of learning and teaching.
- The library also offers good conditions, but it is recommended that more books in hospitality & tourism should be acquired by the university in order to improve the present conditions.
- The administrative staff is very professional and motivated.

Section 5.1 presents the findings and strengths of the category “5. Learning resources and student support” as these were reported by the EEC.

Section 5.2 summarises the EEC constructive feedback and our response/actions.

5.1 Findings and Strengths reported by the EEC

Findings

“The School provides students and staff with an infrastructure and facilities appropriated to the functioning of the programme. The facilities are modern and comfortable.”

“The methods of teaching are in accordance with international standards. Nevertheless, the university should stimulate student-centred learning and flexible modes of learning and teaching. Due to the pandemic, these methods may prepare students better for the future.”

“Taking into account the information provided it may be concluded that the IT infrastructure is suitable to run the programme.”

“The library also offers good conditions, but it is recommended that more books in hospitality & tourism should be acquired by the university in order to improve the present conditions.”

“The administrative staff is very professional and motivated.”

“The number and qualifications of the administrative staff is adjusted to the needs. Staff perform both academic and integrative functions, which are critical for overseas students to adjust to the island.”

“The university offers students induction sessions that allow them to gain knowledge about the services available and the way they can accommodate outside the school.”

Strengths

- Suitable infrastructure and IT
- Students are offered induction courses
- Academic staff very professional and motivated

5.2 Constructive Feedback by the EEC

- a. More international exchange mobility programmes should be offered by the university
- b. Student-centered learning and flexible modes of learning and teaching, should be utilised more frequently in the future

a. Action/Response (More international exchange mobility programmes should be offered by the university):

Thank you very much for this suggestion. The School and Department are very interested, and open to proposals for International partnerships supporting student mobility. Your suggestions will be taken into serious consideration. Currently, student mobility is served by our partnership with Erasmus+. A relevant response can be found earlier, in section 4.2. Exchange mobility for all Hospitality Management students is organized through Erasmus+. The process is organized centrally by the University of Nicosia, through close liaison with the coordinator of the Hospitality Management programme. The coordinator is trained and fully experienced in promoting the mobility schemes, helping students complete relevant paperwork, and overseeing the process. We present below a part of the response uploaded in section 4.2:

“The University of Nicosia is part of Erasmus+ programs and recently has signed the new Erasmus charter for higher education 2021-2027, one of the most successful educational funding projects in the world providing to all our students the opportunity for a funded mobility. Our students can study or undertake an internship for a period of up to 12 months per cycle of studies. There is a call for applications twice per academic semester and the University of Nicosia has a vast number of inter-institutional agreements that supports the transferability of the learning outcomes gained during the mobility. The Hospitality Management programme is one of the most engaging programme for Erasmus mobility as we encourage our students and support the process for outgoing and incoming mobility with continuous support of the University Erasmus office. The Erasmus coordinator for the Hospitality Management programme is Ms. Yianna Orphanidou.

In addition, the students of Tourism and Hospitality programmes are connected to international internships, employment and mobility through Hospitality Connection (HOSCO). The University of

Nicosia is a partner with the world's leading hospitality network, with 1.5 million professionals and 14000 jobs and internships available worldwide in the hospitality and tourism industry. Lecturer support is offered to all students on the first semester of their studies to create a student profile, which provides them exposure and access to a global network of hospitality related enterprises and employment opportunities. On top of the support offered by lecturers, HOSCO representatives participate in the programme's orientation event, at the beginning of each semester, where they explain to students the purpose of HOSCO membership, along with its benefits and specifics".

b. Action/Response (Student-centered learning and flexible modes of learning and teaching, should be utilised more frequently in the future):

We really appreciate this recommendation. Very briefly, we would like to summarise our current efforts for student-centered learning, along with our commitment to implement your suggestion. The University of Nicosia adopts a student-centered approach for learning, which is communicated to our department and faculty through several events and initiatives. One example is the 12-week compulsory training for all faculty, which aims at maintaining a student-centered culture, through a student-learner pedagogy, technologies, learning strategies and techniques. The student-centered approach is also discussed during our departmental and programme meetings. This effort is also evident in major courses (e.g. THOM-300 - Conferences and Exhibitions, THOM-240 - Managing Special Events, and HOSP-211 - Restaurant Operations), where students participate in student-led tasks, collaborative learning, and learning by doing. In other courses (e.g. 'HOSP-490 - Hospitality Simulation'), technology enables simulation of workplace scenarios, whereas students could take initiatives, be creative, learn remotely, and receive constructive feedback in real time.

Additionally, as explained in our submitted report (page 481), we encourage student feedback throughout the curriculum design, evaluation and quality assurance of the programme. Course/faculty evaluation questionnaires are conducted every semester (at a minimum), analyzed and feedback is provided to all stakeholders. On-line facilities and services (internet/intranet) are available for students to provide feedback and express complaints. Feedback is analyzed and answers are provided within set deadlines. "Board of studies" meetings allow students to interact with their instructors at the beginning and halfway through the semester to discuss issues pertaining to their studies. These practices, which are rather ongoing and systematic, facilitate student involvement and complement student-centered learning.

In addition, the use of technology, such as student platforms and virtual learning environments, facilitate a more flexible mode of learning and teaching. Students have uninterrupted access to course material online, and participate in formative tasks with their peers or team members online. Also, a learning platform can serve as a database, where all course resources, lecturer feedback and students' formative contributions (opinions, ideas, collaborative submissions, wiki works), remain in the platform for students to return and use throughout the semester.

Nevertheless, while we have been using this technology for several years, the recent pandemic has changed its intended use. The use of platforms has been intensified, to serve new learning and teaching needs, including enhanced remote interactions (among students; students and lecturers; students and resources), flexible modes of learning, accessibility and more. Our commitment to the Committee, is that we will continue to utilize our technology, knowhow, and accumulated expertise, towards enhancing our student-centered teaching and flexible modes of learning – in line with your kind recommendation. This effort, of course, will take place without diverting away from the established quality requirements, which are clearly set by 'The Cyprus Agency of Quality Assurance and Accreditation in Higher Education'.

6. Additional for doctoral programmes (ALL ESG)

Click or tap here to enter text.

7. Eligibility (Joint programme) (ALL ESG)

Click or tap here to enter text.


B. Conclusions and final remarks

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We would like to express our appreciation to the EEC members for their positive evaluation, and constructive suggestions. We also thank the Committee for the time dedicated as well as the thoroughness of the evaluation of the programme. We believe strongly that EEC's suggestions have resulted to an improved BBA Hospitality Management programme. We have adopted all of the recommendations. 1) we edited, changed, or re-developed the Objectives, ILOs and Content of courses, as presented in Appendix A – to be clearer, well expressed, and aligned with the programme's Objectives and ILOs. 2) to better align with General Objective 4 (on ethics, sustainability) and Specific Objective 5 (on civic responsibility), ERS principles have been explicitly integrated into programme and course ILOs. Moreover, 3) the course 'BADM-431 - Research Methods', is now required/ obligatory in both concentrations, to prepare and equip students with necessary knowledge and research skills. 4) the course 'HOSP-490 – Thesis' now weights 12 ECTS, as suggested by the EEC members. Furthermore, 5) we explained the University's systematic effort to encourage research among faculty. 6) we also offered a justification regarding the name of the department. 7) the mobility of students was discussed, to address the suggestion offered by the Committee. 8) we explained our actions towards enriching the library's resources with Tourism and Hospitality resources. 9) we explained the University's student-centered approach. Finally, 10) we discussed the Committee's suggestion for flexible modes of teaching.

We remain at your disposal for further changes or clarifications.

C. Higher Education Institution academic representatives

<i>Name</i>	<i>Position</i>	<i>Signature</i>
Prof. Angelika Kokkinaki	Dean	
Prof. Despo Ktoridou	Head of Department	
Dr. Leonidas Efthymiou	Programme Coordinator	

Date: 15/09/2021

Appendix A – List of Updated Courses

Course Code	Course Title	ECTS Credits
HOSP -100	Introduction to Hospitality Management	6
Prerequisites	Department	Semester
None	Management	Fall, Spring
Type of Course	Field	Language of Instruction
Major /Elective	Hospitality	English
Level of Course	Lecturer(s)	Year of Study
1 st Cycle	George Panayiotou	1st
Mode of Delivery	Work Placement	Corequisites
face-to-face	N/A	None

Course Objectives

The main objectives of the course are to help students:

- Become acquainted with the social, economic and environmental context within which the hospitality industry operates
- Understand the structure, nature and operating characteristics of the different sectors of the hospitality industry: food service, lodging and tourism
- Obtain an appreciation of the various functions of hospitality management, including marketing, finance and human resource management
- Identify the role of managers and to highlight their principal responsibilities

Learning Outcomes:

After completion of the course students will be expected to be able to:

1. Describe the role Hospitality in the Travel and Tourism context, and its economic impact on local, national and international levels.
2. Demonstrate knowledge of the history of the lodging and food service industry.
3. Analyze, evaluate and discuss several aspects, development and trends which have affected lodging and food service operations in recent years and which will continue to have an impact on the industry in the future.
4. Distinguish the effect on the industry of franchising, management contracts, referral organizations, independent and chain ownership and condominium.
5. Endorse the general classifications of hotels and describe the most distinctive features of each.
6. Describe the seven common divisions or functional areas of the hotel organization (Rooms, Food and Beverage, Engineering and Maintenance, Marketing and Sales, Accounting, Human Resources, and Security) and explain the responsibilities and activities of each.

7. Discuss aspects of food and beverage controls, which pertain to food and beverage sales, and production standards.

Course Content:

- The Early History of Lodging in Europe and America
- The Birth of the Modern Lodging Industry
- The Organization and Structure of Lodging Operations
- The Rooms Division
- The Growth and Development of Food Service
- The Organization and Structure of the Food Service Industry
- The Management and Operation of Food Services
- The Engineering and Maintenance Division
- The Marketing and Sales Division
- The Accounting Division
- The Human Resources Division
- The Security Division

Learning Activities and Teaching Methods

PowerPoint Lectures, h/w assignments, articles.

Assessment Methods

Participation, Tests, Final exam

Required Textbooks/Readings

Authors	Title	Publisher	Year	ISBN
John R. Walker Josielyn T. Walker	<i>Introduction to Hospitality</i> , 8 th edition	Pearson	2019	ISBN-13: 978-0135209813
LATTIN, G. W	<i>The Lodging and Foodservice Industry</i> . 6 th ed.	The Educational Institute of the American Hotel	2015	ISBN 978-1-949324-65-5

		and Motel Association.		
Note:	Slides/notes are taken and adapted from both books and their respective authors.			

Recommended Textbooks/Reading

Authors	Title	Publisher	Year	ISBN
NINEMEIER, J.D.	<i>Management of Food and Beverage Operations.</i> 6th. ed	The Educational Institute of the American Hotel and Motel Association.	2015	978-0-86612-477-5



Course Outline

Course Code	Course Title	ECTS Credits
HOSP 105	Food Science	6
Prerequisites	Department	Semester
BENG 100	Management	Fall 2019
Type of Course	Field	Language of Instruction
Major	Food and Nutrition	English
Level of Course	Lecturer(s)	Year of Study
1 st cycle	Fotini Lappa	1 st
Mode of Delivery	Work Placement	Corequisites
Face to face	N/A	None

Course Objectives:

The main objectives of the course are to:

- Determine the principles of food production, food storage, food preparation and food use.
- Explain the principles behind meal planning, the role of the nutritional value of foods and how this affects food service operations.
- Identify sanitation and safety principles as well as discuss relevant hygiene issues (HACCP).
- Discuss the associations between food, technology, dietary recommendations and how these relate to menu planning and food service operations.

Learning Outcomes:

After completion of the course students are expected to be able to:

1. State the basic principles of food science and how this relates to the hospitality industry.
2. Identify the essentials of food hygiene and comprehend the principles of proper food storage and preservation to avoid any form of food contamination.
3. Comprehend the basics of food production and gain a broad understanding of food commodities used in quantity food production.
4. Develop new menus using all the food ingredients discussed.
5. Explain the new concept of Gastronomy and its relationship to tourism.
6. Recognize HACCP rules and regulations and implement all these in the Hotel Industry.

Course Content:

- Introduction to the science of food
- The link between Gastronomy and tourism

- Food Fundamentals – fresh fruit, vegetables, meat, poultry, dairy, flour and bread, nuts, beverages, sauces, seasonings
- The major macronutrients found in foods, vitamins, Minerals, Water
- Contemporary concerns such as food labelling
- Food manufacture and Processed Foods
- Sanitation and Safety/Hygiene, food borne illnesses and HACCP Regulations
- Menu planning including concerns in purchasing, storing, and preparing foods
- Contemporary concerns on menu planning

Learning Activities and Teaching Methods:

Lecture, individual and group work, tests, student participation

Assessment Methods

Participation, Tests, Final exam

Required Textbooks / Readings:

Title	Author(s)	Publisher	Year	ISBN
"Food Preparation and Nutrition"	Tull, Anita	Illuminate Publishing	2016	ISBN 10: 1908682787 / ISBN 13: 9781908682789 978-1-4380- 0163-0
Lecture's Notes	Fotini Lappa	Updated on a yearly basis.	2021	

Recommended Textbooks / Readings:

Title	Author(s)	Publisher	Year	ISBN
WJEC Eduqas GCSE Food Preparation and Nutrition	Jayne Hill	Illuminate Publishing	2021	1912820994
'Essentials of Food Science'	Vickie A. Vaclavik, Elizabeth W. Christian	Springer, New York, NY	2014	978-1-4614-9137-8
URL: http://link.springer.com/book/10.1007/978-1-4614-9138-5				



Course Syllabus

Course Code	Course Title	ECTS Credits
Hosp -110	Food and Beverage Management	3/6
Prerequisites	Department	Semester
None	Management	Fall, Spring
Type of Course	Field	Language of Instruction
Major/Elective	Hospitality	English
Level of Course	Lecturer(s)	Year of Study
Undergraduate	George Panayiotou	1 st
Mode of Delivery	Work Placement	Corequisites
Face-to-face	N/A	

Course Objectives:

The main objectives of the course are to:

- Understand the challenges associated with the Food and Beverage Industry.
- Review aspects of management and planning in Food and Beverage operations
- Recognize the role and structure of Food and Beverage functions, along with its relationship with other departments within the hotel.
- Discuss the industry's opportunities and future trends.

Learning Outcomes:

After completion of the course students will be expected to be able to:

1. Discuss the origins, development and future trends of food service in hotels, restaurants, and institutions.
2. Describe the economic impact of the F&B industry.
3. Distinguish between commercial and institutional food service facilities.
4. Identify a variety of managerial, production, and service positions that are typical of the food service industry, along with their role in providing food service.
5. Describe managerial responsibilities in F&B operations, including menu planning, purchasing, storing, preparation, recipe development, menu planning, menu design, control, and F&B marketing.
6. Describe proper sanitation, hygiene and safety procedures and techniques used on the Food and Beverage industry.

Course Content:

- Introduction to Food and Beverage Management
- Organization of F&B operations

- Fundamentals of Management
- F&B Marketing
- Managing Quality in F&B operations
- Food Menus and Beverage lists
- F&B Production/Cost control
- Food and Beverage Production and Service methods
- F&B control
- Sanitation and Safety

Learning Activities and Teaching Methods:

PowerPoint Lectures, Articles

Assessment Methods:

Tests, assignment, and Final exam

Required Textbooks / Readings:

Title	Author(s)	Publisher	Year	ISBN
PowerPoint slides are combination from both textbooks and authors	George Panayiotou	Updated on a yearly basis.	2021	
Management of Food and Beverage Operations. 6th. Ed.	NINEMEIER, J.D.	The Educational Institute of the American Hotel and Motel Association.	2015	978-0-86612-477-5

Food and Beverage Cost Control. 6 th edition (or most recent)	Miller, J.E., & Hayes, D. K., & Dopson, L.R.	John Wiley & Sons	2016	978-1-118-98849-7
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Recommended Textbooks / Readings:

Title	Author(s)	Publisher	Year	ISBN
<i>The Lodging and Foodservice Industry.</i> 8 th ed.	LATTIN, G. W	The Educational Institute of the American Hotel and Motel Association.	2013	978-0-86612-437-6



Course Syllabus

Course Code HOSP-111	Course Title Food Production and Service Operations	ECTS Credits 6
Prerequisites None	Department Management	Semester Fall
Type of Course Major	Field Hospitality	Language of Instruction English
Level of Course 1st Cycle	Lecturer(s) Nicholas Orphanides/ Andreas Paschalis	Year of Study 2nd
Mode of Delivery face-to-face	Work Placement N/A	Corequisites None

Course Objectives:

The main objectives of the course are to:

- Understand the principles of teamwork in a diverse and multicultural environment (including punctuality, responsibility, trustworthiness, effective communication, mutual respect and professional judgement).
- Understand the kitchen glossary, service terms, food production methods and service methods.
- Improve students' skills and knowledge of menu planning, development, appearance and execution.
- Cultivate interpersonal and technical skills in Food and Beverage production and service.

Learning Outcomes:

After completion of the course students are expected to be able to:

1. Apply basic food production skills.
2. Cultivate interpersonal and technical service skills in a diverse and multicultural environment.
3. Participate in planning and execution of F&B events with team members.
4. Understand operational administration of a food service facility.
5. Recognise the roles and job classifications in a food service context.
6. Appreciate the importance of Quality and Guest Satisfaction in a food and beverage operations.

Course Content:

- The food and beverage service sequence.
- Food Production Skills.
- Service Skills.
- Co-operation between the Kitchen and Service departments.
- Teamwork and responsibility in a diversified and multicultural F&B environment.
- Roles and job classifications in a food service context.
- Operational administration of a food service facility.
- Quality and Guest Satisfaction in a F&B context.
- Event Planning in Theory and Practice
- Even Execution in Theory and Practice.

Learning Activities and Teaching Methods:

Lectures, Lab demonstrations and Presentations, Lab Tutorials, Practical Exercises and Assignments.

Required Textbooks:

Authors	Title	Publisher	Year	ISBN
Campbell, J., Foskett, D. and Ceserani, V.	Practical Cookery	Hodder Education	2019 14 th ed.	978-1510461710
Hotelier Tanji	I. FOOD & BEVERAGE SERVICE TRAINING MANUAL WITH 225 SOP	CreateSpace Independent Publishing Platform	2014	978-1495972140
Cousins, J.	II. FOOD AND BEVERAGE SERVICE	Hodder Education	2014,9 th ed.	978-1471807954

Recommended Textbooks

Authors	Title	Publisher	Year	ISBN
Updated (custom-made) resources will be recommended to students along with publishers' material throughout the semester.				



Course Syllabus

Course Code HOSP-210	Course Title Bar Management	ECTS Credits 3/6
Prerequisites HOSP-110	Department Management	Semester Spring
Type of Course Major/Elective	Field Hospitality	Language of Instruction English
Level of Course Undergraduate	Lecturer(s) George Panayiotou	Year of Study 1 st
Mode of Delivery Face-to-Face	Work Placement N/A	Corequisites

Objectives of the Course:

The main objectives of the course are to:

- Analyze the major aspects of bar and beverage operations (including planning, pricing, inventorying and layout and design of the bar).
- Understand the art of mixology and the major beverage families.
- Consider the ethical and regulatory part of selling alcohol.
- Understand Human Resource, Marketing and Selling techniques in a bar context.

Learning Outcomes:

After completion of the course students should be able to:

1. Identify the types of bar and beverage operations
2. Examine social concerns and ethical implications in managing Beverage establishments
3. Evaluate factors of interior design of bar/ beverage outlets, bar equipment, accessories, tools and their uses
4. Apply professional service procedures, selling techniques and human resource processes.

5. Apply beverage control and the three primary control systems needed in bar and beverage operations
6. Explain the types of wines, varieties of spirits and types of cocktails, and their appropriate relation to food items.

Course Contents:

- Introduction to Bar and Beverage Management.
- Social concerns and Ethical considerations.
- Interior Design, Bar Layout and basic bar arrangements.
- The Bartender and the art of Mixology.
- Service procedures and selling techniques.
- The selection and training of Human Resources for Bars.
- Marketing bar and Beverage Operations.
- Bar Control Systems Spirits
- The Beverage family: historical overview, classifications of alcoholic beverages
- Spirits and Malt Beverages

Teaching Methods

PowerPoint Lectures, practical exercises, student presentations/assignments

Assessment Methods

Participation, Tests, Final Exam, Practical sessions

Required Textbooks

Authors	Title	Publisher	Year	ISBN
Murphy, J.	Principles and Practices of Bar and Beverage Management: raising the bar	Goodfellow	2013	978-1908999368

Katsigris, C. and Thomas.c	The Bar and Beverage Book 5 th ed.	John Wiley & Sons.	2012	978-0-470-24845-5 (E book is also Available. -recommended)
PowerPoint Slides	<ul style="list-style-type: none"> • Please visits http://eu.wiley.com and download the power point presentations from the site. • You need to access the 'student companion' link. Type in the book title in the search field and click on the book and then follow the links.' 			

Recommended Textbooks / Reading

Authors	Title	Publisher	Year	ISBN
Gage A.	Pitchers & Punches	Whitecap	2010	978-1552857519
Gage A.	New classic cocktails	Octopus Publishing Group Ltd	2003	0600608867



Course Syllabus

Course Code HOSP-245	Course Title Managing Front-Office Operations	ECTS Credits 6
Prerequisites	Department Management	Semester F/S
Type of Course Compulsory	Field Hospitality	Language of Instruction English
Level of Course 1 st Cycle	Lecturer(s) Yianna Orphanidou	Year of Study 2 nd
Mode of Delivery Face-to-Face	Work Placement N/A	Corequisites None

Course Objectives:

The main objectives of the course are to:

- Analyze the guest cycle with the aim of exceeding guest expectations.
- Develop skills in the management and implementation of guest service.
- Develop the ability to evaluate the significance of the hotel revenue cycle in order to optimize revenues.

Learning Outcomes:

After completion of the course students are expected to be able to:

1. Discuss Front Office dimensions and tools (such as the sales dimension, the guest cycle, track and control reservation tools, registration processes, front office accounts, and creative registration options).
2. Explain Front Office tasks/ processes (including managing a security program, hiring and orientation, liaising with housekeeping, dealing with customer requests).
3. Identify functions and procedures related to the check-out and settlement process.
4. Recognise the steps in the front office audit process.
5. Apply the ratios and formulas managers use to forecast room availability.
6. Explain the concept of revenue management and forecast information in capacity management, discount allocation and duration control.

Course Content:

- Front Office Operations.
- Reservations.
- Registration.
- Communications and Guest Services.
- Security and the Lodging Industry.
- Front Office Accounting and Auditing.
- Check-Out and Account Settlement.
- The Role of Housekeeping in Hospitality Operations.
- Planning and Evaluating Operations.
- Revenue Management.
- Managing Human Resources for Front Office operations.

Learning Activities and Teaching Methods:

Lecture, self-assessment, activities, case studies, videos, Discussion forums

Assessment Methods:

Assignment, Final Exam, participation in discussion forums, quizzes

Required Textbooks / Readings:

Title	Author(s)	Publisher	Year	ISBN
Managing Front Office Operations	Michael L. Kasavana	AHLEI	2017	ISBN 978-0-86612-550-
Williams, S. F.	Hotel Front Office Simulation, Workbook and Software package	Hotel Front Office Simulation, Workbook	The most recent version	0-471-20331-9

Recommended Textbooks / Readings:

Title	Author(s)	Publisher	Year	ISBN
e-book resources				

Click http://wps.prenhall.com/chet_hayes_foundations_2/186/47658/12200657.cw/-/t/index.html link to open resource.



Course Syllabus

Course Code	Course Title	ECTS Credits
HOSP-310	Hospitality IT with Digital Marketing	6
Prerequisites	Department	Semester
None	Management	Spring
Type of Course	Field	Language of Instruction
Compulsory	Hospitality Management	English
Level of Course	Lecturer(s)	Year of Study
1 st Cycle	Marcus Rothenberger	3rd
Mode of Delivery	Work Placement	Corequisites
Face to Face	N/A	

Objectives of the Course:

The main objectives of the course are to:

- Understand the challenges associated with Hospitality Information Systems with in the Hospitality Industry.
- Gain an insight into workings of computer systems used in the hospitality industry
- Identify the use and knowledge in the significance of information technology to an enterprise.
- Introduce and apply training on Point of Sale Systems.
- Introduce Digital marketing and Technologies within the Hospitality Industry

Learning Outcomes:

After completion of the course students will be expected to be able to:

1. Describe the basic functions common to property management systems
2. Describe and interpret management reports that pertain to reservation systems.
3. Identify features and functions of different systems (including the Rooms management and Guest accounting applications modules, energy management system, point of sale system, call accounting system, electronic locking systems, guest operated devices, relevant interface systems of point of sale technology, Food and beverage applications, and accounting applications).
4. Explain the purpose of information management and future technology trends in the Hospitality Sector.
5. Identify environmental, electronic, and operational threats to information systems and

how to implement systems security.

6. Plan and develop a digital marketing strategy and media strategy, through selected digital marketing channels.
7. Measure digital marketing efforts and calculate ROI

Course Contents:

- Hospitality Technology Systems and Future Technology Trends.
- Information Management.
- Reservation Systems, Rooms Management and Guest Accounting Applications.
- Property Management System Interfaces and Points of Sale Technology.
- Food and Beverage Management Applications.
- System Selection and Security Maintenance.
- Digital Marketing, Strategic Digital Marketing and Performance Metrics.
- The Digital Marketing Plan and Research.
- Product/ Price and The Internet for Distribution.
- E-Marketing Communication.

Teaching Methods

Power point and articulate presentations, tutorials, case studies, exercises, forums, and chats

Assessment Methods

Assignment, Final Exam, participation in discussion forums, quizzes

Required Textbook

Authors	Title	Publisher	Year	ISBN
Michael L. Kasavana ,	Managing Technology in the Hospitality Industry Seventh Edition	AHLEI	2016	978-0-86612-490-4
Strauss, J., Frost, R.	E-Marketing, 7th Ed., International Edition	Pearson	2017	1292000449

	CourseSmart eTextbook			
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Recommended Textbooks/Reading

Authors	Title	Publisher	Year	ISBN
Michael L. Kasavana,	Managing Front Office Operations Tenth Edition	AHLEI	2017	978-0-86612- 550-5



Course Syllabus

Course Code	Course Title	ECTS Credits
HOSP-320	Food and Beverage Cost Control	3/6
Prerequisites	Department	Semester
HOSP-110, HOSP 211	Management	Fall
Type of Course	Field	Language of Instruction
Major	Third	English
Level of Course	Lecturer(s)	Year of Study
Undergraduate	George Panayiotou	Senior
Mode of Delivery	Work Placement	Corequisites
Face-to-face		

Course Objectives:

The main objectives of the course are to:

- Introduce cost control practices for the hospitality industry.
- Identify cost control as an important operational function for F & B operations.
- Calculate cost of sales, food cost percentage, and determine costs based on pricing formulas.
- Apply cost control principles in varied scenarios.

Learning Outcomes:

After completion of the course students will be expected to be able to:

1. Describe a Cost Volume Profit (CVP) relationship for a food and beverage operation.
2. Explain the various control systems necessary for an efficient food and beverage operation.
3. Understand production standards, portion costs, efficient purchasing, receiving, storing, and issuing control systems for food and beverage operations.
4. Generate a budget for a food and beverage operation.
5. Appraise labor cost control systems in F&B facilities.

6. Develop and use cost control systems on computerized spreadsheets.
7. Solve food and beverage cost control related issues

Course Content:

Managing Revenue and Expense.
 Creating Sales Forecasts.
 Purchasing and Receiving.
 Managing Inventory and Production.
 Monitoring Food and Beverage Product Costs.
 Managing Food and Beverage Pricing.
 Managing the Cost of Labor.
 Controlling Other Expenses.

Learning Activities and Teaching Methods:

PowerPoint Lectures, class assignments - practical exercises, student exercises

Assessment Methods:

Assignment, Final Exam, participation in discussion forums, quizzes

Required Textbooks / Readings:

Title	Author(s)	Publisher	Year	ISBN
Food and Beverage Cost Control	Lea R. Dopson	Wiley	2019	ISBN-13: 978-1119524991
Food and Beverage Cost Control. 7 th edition	Miller, J.E., & Hayes, D. K., & Dopson, L.R.	John Wiley & Sons, Inc	2008	ISBN 978-0-471-69417-5
Food and Beverage Cost Control / Study	Miller, J.E., & Hayes, D. K., & Dopson, L.R	John Wiley & Sons, Inc	2008	ISBN 978-0470-14058-1

Guide .7 th edition				
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Recommended Textbooks / Readings:

Title	Author(s)	Publisher	Year	ISBN
Food and Beverage Management: For the hospitality, tourism and event industries	John Cousins David Foskett David Graham Amy Hollier	Goodfellow Publishers	2019 5 th ed	ISBN-13: 978-1911635109
Planning and Control for Food and Beverage Operations. (6 th ed)	Ninemeir, J. D.	Florida: American Hotel & Lodging Association.	2004	ISBN 0866122621

Course Syllabus

Course Code	Course Title	ECTS Credits
HOSP-350	Food Service Layout and Design	6
Prerequisites	Department	Semester
Hosp 110- Junior Standing	Management	Spring
Type of Course	Field	Language of Instruction
Major/Elective	Hospitality	English
Level of Course	Lecturer(s)	Year of Study
Undergraduate	George Panayiotou	3 rd
Mode of Delivery	Work Placement	Corequisites
		George Panayiotou

Course Objectives:

The main objectives of the course are to:

- Understand food Service Facilities Planning.
- Establish goals and cost limitations.
- Understand structural and engineering principles in Layout and Design.
- Formulate plans and specifications for food needs and operational requirements.

Learning Outcomes:

After completion of the course students will be expected to be able to:

1. Distinguish the difference between design and layout.
2. Evaluate preliminary planning information and feasibility studies for foodservice operations.
3. Describe the major principles of functional planning for foodservice facilities.
4. Describe the financial aspects of foodservice layout and design
5. Identify the major requirements of equipment used, along with their selection criteria, in the foodservice industry.
6. Describe major maintenance requirements for equipment and facilities
7. Identify major layout guides for foodservice facilities

Course Content:

- Introduction to Foodservice Planning.
- The Planning Process and Team.
- Preparing the prospectus.
- The Feasibility Study.
- Functional Planning.
- Planning the atmosphere.
- Workplace Design.
- Equipment Requirements, Selection and Design.
- Space Requirements.
- Evaluating Foodservice Layouts of facilities.

Learning Activities and Teaching Methods:

PowerPoint Lectures, , practical exercises, student presentations/assignments

Assessment Methods:

PowerPoint Lectures, class assignments - practical exercises, student exercises

Required Textbooks / Readings:

Title	Author(s)	Publisher	Year	ISBN
Design and Equipment for Restaurants and Foodservice: A Management View, 4 th edition.	<i>Chris Thomas, Edwin J. Norman, Costas Katsigris</i>	John Wiley & Sons	2013	978-1-118-80601-2
<i>Foodservice Facilities Planning. 3rd. ed</i>	KAZARIAN, E	Van Nostrand Reinhold	1997	0-471-29063-7
<i>HOSP350 - Lecture Notes Uploaded on Moodle</i>	<i>George Panayiotou</i>	<i>n/a</i>	<i>2021</i>	<i>n/a</i>

Recommended Textbooks / Readings:

Title	Author(s)	Publisher	Year	ISBN
Design and Layout of Foodservice Facilities, 3rd Edition	John C. Birchfield, John Birchfield Jr	John Wiley & Sons	2007	978-0-471-69963-7



Course Code	Course Title	ECTS Credits
THOM 420	Tourism and Hospitality Law	6
Prerequisites	Department	Semester
Senior	Management	Fall / Spring
Type of Course	Field	Language of Instruction
Elective	Tourism, Leisure and Events Management	English
Level of Course	Lecturer(s)	Year of Study
1 st cycle	Antonis Constantinou	Fourth
Mode of Delivery	Work Placement	Corequisites
Face to Face	N/A	N/A

Course Objectives:

The main objectives of the course are to:

- Provide an understanding of the rights, obligations and liabilities concerning laws the hospitality and travel industries.
- Help students acquire knowledge to facilitate compliance with regards to regulations concerning hotels, restaurants and travel operations.

Learning Outcomes:

After completion of the course students are expected to be able to:

1. Identify the legislation relevant to the statutory compliance of organizations.
2. Undertake the proper licensing procedures for tourism and hospitality operations.
3. Develop business contracts.
4. Identify and effectively handle liability and rights issues.
5. Comply with employment legislation and customer liability legislation.
6. Comply with health and safety legislation.

Course Content:

- How laws are created
- Licensing of establishments
- Relationship between guest and operator

- Obligation towards patrons
- Responsibility towards loss of property
- Liabilities and rights of operators in accordance to the law
- Legislation for hotels
- Legislation for restaurants
- Legislation for travel operations
- Legislation for entertainment/attractions/theme park operations
- Legislation for collective agreements

Learning Activities and Teaching Methods:

PowerPoint Lectures, lab workshop assignments, practical exercises, student presentations/assignments

Assessment Methods:

Students' PowerPoint presentations, assignments, exercises , Midterm exam, Final exam

Required Textbooks / Readings:

Title	Author(s)	Publisher	Year	ISBN
Hotel, Restaurant, and Travel Law: A Preventive Approach	Karen Morris Jane Ohlin Sten Sliger	Kendall Hunt Publishing	2017,8th Edition	ISBN-13: 978-1524907914
Hotel, Restaurant, and Travel Law	Karen, Normal, Marshal	Cengage learning	2008	9781418051914

Recommended Textbooks / Readings:

Title	Author(s)	Publisher	Year	ISBN
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HOSPITALITY LAW: MANAGING LEGAL ISSUES IN THE HOSPITALITY INDUSTRY	Stephen C. Barth	Wiley	2008	978- 0470083765
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Course Code	Course Title	ECTS Credits
TOUR-101	Tourism and Transport	6
Prerequisites	Department	Semester
None	Management	Fall, Spring
Type of Course	Field	Language of Instruction
Required	Tourism/ Business	English
Level of Course	Lecturer(s)	Year of Study
1 st Cycle	Dr. Leonidas Efthymiou	3 rd and 4 th
Mode of Delivery	Work Placement	Corequisites
Face-to-Face	N/A	None

Course Objectives:

The main objectives of the course are to:

- Introduce the various fields of transportation relevant for the tourism industry.
- Discuss the role of transportation for destinations' accessibility, internally as well as externally.
- Link transportation and infrastructure to destination tourism planning.

Learning Outcomes:

After completion of the course students are expected to be able to:

1. Provide an overview of the transportation types used in the tourism sector
2. Link transportation needs to certain destination 2 3.
3. Evaluate the role of transportation as a tourism push/ pull factor
4. Analyze the limits and impact of transportation infrastructure development
5. Identify the different aspects and structures of airline and travel operations, including regulations, Air and Travel formalities, negligence, flight and travel guides in tourism planning

Course Content:

- Overview on the transportation sector
- Land-based transportation
- Water-based transportation
- Cruise industry
- Airline industry
- Changing framework conditions for transportation in the light of climatic legislative changes
- Matching destination needs with transportation infrastructure
- Transportation as a tourism attraction
- Destination travel push/ pull factors and Air/Travel
- International rules and regulations
- Travel formalities and Air Transport essentials

Learning Activities and Teaching Methods:

PowerPoint Lectures, videos, formative assignments/exercises

Assessment:

Summative Assignments, Final Project, Mid-term

Required Textbooks / Readings:

Title	Author(s)	Publisher	Year	ISBN
Tourism, Transport and Travel Management	M.R. Dileep	Taylor & Francis Ltd	2020	1138557447

Recommended Textbooks / Readings:

Title	Author(s)	Publisher	Year	ISBN
Tourism, Public Transport and Sustainable Mobility	Prof. C. Michael Hall, Diem-Trinh Le-Klähm, Yael Ram	Channel View Publications	2017	9781845416003
Air Transport - A Tourism Perspective	Anne Graham, Frederic Dobruszkes	Elsevier Science Publishing Co Inc	2019	0128128577



Course Syllabus

Course Code HOSP-235	Course Title Housekeeping and Facilities Management	ECTS Credits 6
Prerequisites Hosp-100	Department Management	Semester Fall/Spring
Type of Course Required	Field Hospitality Management	Language of Instruction English
Level of Course 2 nd Cycle	Lecturer(s) George Panayiotou	Year of Study 2 nd
Mode of Delivery Conventional	Work Placement Not Applicable	Corequisites

Course Objectives:

The main objectives of the course are to:

- Help to prepare students to meet the challenges associated with the housekeeping department
- Provide an overview of the key issues of housekeeping and maintenance management.
- Understand the theoretical and practical knowledge that constitutes the work of housekeeping
- Illustrate the complexities and demands of working in the industry through the scope of housekeeping

Learning Outcomes:

After completion of the course students are expected to be able to:

1. Describe the role of the housekeeping department in hotel operations, and in relation to front office, engineering and maintenance departments.
2. Explain how area inventory lists, frequency schedules, performance standards and productivity standards are used to plan and organize the housekeeping department.
3. Apply human resource techniques (for recruitment, selection, hiring, orientation, training, motivation and disciplining).

4. Manage inventories of recycled and non-recycled items, as part of environmental and sustainable management.
5. Understand expenses and cost control in the housekeeping department (including operating budgets, tracking expenses, and efficient purchasing practices).
6. Understand safety and security needs.
7. Understand facility systems' role and benefits to the hospitality business and in-house guests.

Course Content:

- The Role of Housekeeping in Hospitality Operations.
- Planning and Organizing the Housekeeping Department.
- Housekeeping Human Resources Issues.
- Managing Inventories.
- Safety and Security.
- Managing an On-Premises Laundry.
- Controlling Expenses and Costs
- Environmental and Sustainability Management.
- Electrical and Lighting Systems.
- Water Systems.
- Heating, Ventilating, and Air Conditioning Systems.
- Renovation and Capital Projects.

Learning Activities and Teaching Methods:

PowerPoint Lectures, in class assignments, practical exercises, student presentations/assignments

Assessment Methods:

Quizzes, Tests, Assignments, Group assignments and Presentations

Required Textbooks / Readings:

Title	Author(s)	Publisher	Year	ISBN
Managing Housekeeping Operations, 3 rd - Digital	Aleta A. Nitschke, and William D. Frye	AHLEI	2008	E-Book-978-1-949324-57-0
Hospitality Facilities Management and Design, Fourth Edition	David M. Stipanuk	AHLEI	2015	E-Book-978-1-949324-25-9 Soft Cover-978-0-86612-476-8
Professional Management of Housekeeping Operations, 5th Edition	Thomas J. A. Jones	John Wiley & Sons, Inc	2009	978-0-471-76244- 7



Course Code	Course Title	ECTS Credits
HOSP 410	Service Quality Management	6
Prerequisites	Department	Semester
Senior	Management	Fall / Spring
Type of Course	Field	Language of Instruction
Compulsory	Tourism, Leisure and Events Management	English
Level of Course	Lecturer(s)	Year of Study
1 st cycle	Yianna Orphanidou	Third
Mode of Delivery	Work Placement	Corequisites
Face to Face	N/A	N/A

Course Objectives:

The main objectives of the course are to:

- Analyse human needs and expectations in the achievement of preferable satisfaction.
- Articulate the characteristics of service and gap analysis between expectations and satisfaction.
- Evaluate a quality analysis considering its implementation and consequences.
- Analyse Hospitality and Tourism enterprises social impacts.

Learning Outcomes:

After completion of the course students are expected to be able to:

1. Critically evaluate the modern concepts and theories of quality management.
2. Identify the factors that contribute to the continuous quality improvement process.
3. Explore the concepts of Quality management and its application to the Hospitality and Tourism sector.
4. Demonstrate the relationships between quality management and human resource management.
5. Recognize the role and significance of TQM with a strategic management context.
6. Identify and assess ethical, environmental and sustainability considerations in social impact decision-making, processes and practices.

Course Content:

- A systematic approach to quality (from Q to TQM, Developing and maintaining a total quality work ethos: Develop strategies, Quality standards, investor in peoples-6S-Six Sigma approach).
- Quality Business relationship (A quality structure, A unique business environment
- Squeezing the most from quality registration: Setting up a quality system, standards and procedures Training and briefing, assessment).
- Performance measurements (specific operating parameters, Quality line management).
- Quality audit (Achieving results through the chain of command).
- Quality Improvement teams (Hotel Action Teams-Quality support manager).
- A commitment to excellence (Quality self-assessment- Delivering a Quality Product, Extraordinary customer satisfaction, Corrective action and continuous improvement).
- Quality through people (Recipes for success, Inspection. Testing status of procedures and equipment).
- Changing culture (success stories of quality systems implementation).
- Ethics, Sustainability and Responsible practises in quality management.

Learning Activities and Teaching Methods:

PowerPoint Lectures, workshop assignments, practical exercises, student presentations/assignments, mystery shopper activities

Assessment Methods:

Students' PowerPoint presentations, assignments, exercises, Mid-Term exam, Final exam

Required Textbooks / Readings:

Title	Author(s)	Publisher	Year	ISBN
Service Quality in Leisure, Events, Tourism and Sport	J. Buswell C. Williams K. Donne C. Sutton	CABI	2016	ISBN-13: 978-1780645445
Service Failures and Recovery in Tourism and Hospitality: A Practical Manual	E. Koc	CABI	2017	ISBN-13: 978-1786390677

Service Quality Management in Hospitality, Tourism, and Leisure	Connie Mok, Beverley Sparks, Jay Kadampully	Routledge	2013	1136386564, 9781136386565
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Recommended Textbooks / Readings:

Title	Author(s)	Publisher	Year	ISBN
Practical Guidelines for Integrated Quality Management in Tourism Destinations: Concepts, Implementation and Tools for Destination Management Organizations	World Tourism Organization (Unwto)	UNWTO publications	2017	928441797X, 9789284417971



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Course Code	Course Title	ECTS Credits
THOM 475	Senior Year Seminar	6
Prerequisites	Department	Semester
N/A	Management	Fall / Spring
Type of Course	Field	Language of Instruction

Compulsory/Elective	Tourism, Leisure and Events Management	English
Level of Course	Lecturer(s)	Year of Study
1 st cycle	George Panayiotou, Yianna Orphanidou	Fourth
Mode of Delivery	Work Placement	Corequisites
Face to Face	N/A	N/A

Course Objectives:

The main objectives of the course are to:

- Critically analyse current industry problems and formulate a solution;
- Identify and adjust to future trends.
- Implement academic and applied research skills;
- Consider the importance of intellectual, personal and professional development and enrichment.

Learning Outcomes:

After completion of the course students are expected to be able to:

1. Adopt a problem-solution approach for an industry/ organization problem in the field of Tourism and Hospitality.
2. Synthesize the various aspects and dimensions of the skills developed throughout the learning journey.
3. Appraise the evidence that separates theory from practice.
4. Demonstrate knowledge, skills and competencies of varied research methods and tools.
5. Evaluate both the self and the exogenous outcomes of the learning journey.

Course Content:

- Industry Guest lectures.
- Professional seminars related to the Hospitality and Tourism industry.
- Research Design.
- Case Studies.
- Research methods and tools (including market research, statistical analysis, questionnaire design, interviews, focus groups).
- Problem-Solution approaches.
- Wider management considerations (Financial Management, Marketing Management, Resource Management, Strategic Management, Diversity and Cross-cultural, Management, Sustainability & Environmental Management, Hospitality/Tourism. Management.
- Ethical considerations.

Learning Activities and Teaching Methods:

PowerPoint Lectures, assignments, practical exercises, student presentations/assignments
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Assessment Methods:

Homework, Assignments (Europass CV, Business Plan/ Research paper, Research tools)
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Required Textbooks / Readings:

Title	Author(s)	Publisher	Year	ISBN
RESEARCH METHODS IN TOURISM, HOSPITALITY AND EVENTS MANAGEMENT	Paul Brunt Susan Horner Natalie Semley	Sage publications	2017	ISBN: 9781473919150
EXPLORING THE HOSPITALITY INDUSTRY	John R. Walker	Pearson	2018	ISBN-13: 978-0134744919
The Tourism System	Alastair M Morrison Xinran You Lehto Jonathon Day	Kendall Hunt Publishing	2018	ISBN-13: 978-1465299253



Course Syllabus

Course Code	Course Title	ECTS Credits
THOM-450	Strategic Management	6
Prerequisites	Department	Semester
Senior	Management	Fall/Spring
Type of Course	Field	Language of Instruction
Compulsory	Hospitality	English
Level of Course	Lecturer(s)	Year of Study
1st Cycle	Dr. Leonidas Efthymiou	3 rd
Mode of Delivery	Work Placement	Corequisites
Face-to-face	N/A	None

Course Objectives:

The main objectives of the course are to:

- Help students evaluate the fundamental issues and techniques of strategy in a complex, globalised, automated and non-linear hospitality environment.
- Encourage an applied approach to strategy through formulating, implementing, evaluating and controlling strategic planning in hospitality business activities.
- Utilise external environment audit tools as well as internal analytical techniques at a cross-functional level of interconnectivity interdependence.

Learning Outcomes:

After completion of the course students are expected to be able to:

1. Analyse the external environment and its impact on the organisation
2. Assess the internal environment and strategic change issues facing an Organization
3. Develop, apply and justify a strategic management process in a hospitality organisation.
4. Apply theory, models, frameworks and decision-making tools to identify key issues and make recommendations based on your findings.
5. Discuss the advantages and disadvantages of selecting and adopting various strategic options which characterize the competitive business environment.
6. Explore the importance of Leadership, Knowledge, Intelligence (including analytics), Intellectual Capital, Communities of Practice and other contemporary tools in the strategizing of hospitality organisations.

Course Content:

- Introduction to Strategic Management
- Company Vision and Mission
- Audit: External Environment
- Audit: Internal Environment
- Long-Term Objectives
- Grand Strategies
- Short-Term Strategies and SMART Goals
- Global Strategy
- Governance, Corporate Social Responsibility and Ethics
- Strategic Control
- Knowledge Management and Organisational Learning
- Leadership and Culture

Learning Activities and Teaching Methods:

PowerPoint Lectures, assignments, practical exercises, student presentations/assignments

Assessment Methods:

Homework, Assignments (Europass Cv, Business Plan/ Research paper, Research)

Required Textbooks / Readings:

Title	Author(s)	Publisher	Year	ISBN
Strategic Management: A Competitive Advantage Approach.	Fred R David, Forest R. David and Meredith E. David	Wiley	2020	9780135203699

Recommended Textbooks / Readings:

Title	Author(s)	Publisher	Year	ISBN
Strategic Management for Tourism, Hospitality and Events (2 nd Ed.)	Evans, N.	Routledge	2015	978-0415837248
Strategic Management (14 th Ed.)	Pearce, J. and Robinson, R.	McGraw-Hill Education	2014	978-0077862510
Lecturer Audiovisual Presentations	Audio-visual presentations can be found in each week's course material in the electronic platform.			

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Below you will find collections from various vendors/publishers.

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- SPRINGER offers access to 18,000 eBook titles published by Springer.
- ELSEVIER offers access to 445 titles in specific areas.
- WILEY provides access to 690 Wiley eBook titles.



Course Code	Course Title	ECTS Credits
THOM 235	Environmental Management for Tourism & Hospitality	6
Prerequisites	Department	Semester
N/A	Management	Fall / Spring
Type of Course	Field	Language of Instruction
Elective	Tourism, Leisure and Events Management	English
Level of Course	Lecturer(s)	Year of Study
1 st cycle	Philippos Drousiotis	Second
Mode of Delivery	Work Placement	Corequisites
Face to Face	N/A	N/A

Course Objectives:

The main objectives of the course are to:

- Enable students to describe and understand the specific features of environmental management in the hospitality and tourism industry.
- Evaluate how environmental management systems relate to management as a whole.
- Critically assess environmental impact issues as they related to sustainable hospitality and tourism.
- Conduct field research to inform judgments on social, environmental and/ or ethical-related issues in Tourism and Hospitality.

Learning Outcomes:

After completion of the course students are expected to be able to:

1. Identify a number of global environmental problems.
2. Explain the principles, theories and application of environmental management in the hospitality & tourism industry.
3. Recognize the operational constraints and legal obligations surrounding environmental performance in the hospitality & tourism industry.
4. Research, gather and interpret environmental problems in Tourism and Hospitality, along with their societal and ethical implications.
5. Present ideas to different audiences using appropriate media and use IT as a communication and learning tool.
6. Link Environmental Management to Sustainability and Civic Responsibility.

Course Content:**Background Issues in Environmental Management**

1. National and International Action in Environmental Management
2. Energy Management
3. Water Conservation
4. Packaging and Disposable Products
5. Waste Management
6. Air and Control
7. Noise Control
8. Environmental Business Tool
9. Environmental Audit
10. Reporting on Environmental Performance
11. Green Consumer in Hospitality Industry
12. Research phenomena on the intersection of Environmental Management, Sustainable Tourism and Ethical Approaches

Learning Activities and Teaching Methods:

Lectures, Case Studies Analysis and Discussion, In-Class Exercises, and Presentations.

Assessment Methods:

Class activities, Role plays Homework, Project, Mid-Term, and Final Exam

Required Textbooks / Readings:

Title	Author(s)	Publisher	Year	ISBN
Fundamentals Of Environmental Management In Hospitality	SHIKHA PRATAP	ANMOL PUBLICATION	2014	ISBN-13: 978-8126160297
Environmental Management in Hospitality	Metti, M. C.	Anmol	2008	8126132450

Recommended Textbooks / Readings:

Title	Author(s)	Publisher	Year	ISBN
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Sustainability in the Hospitality Industry: Principles of Sustainable Operations	Chen, J., Sloan, P. and Legrand, W.	Butterworth-Heinemann	2009	0750679689
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Course Code THOM 240	Course Title Managing Special Events	ECTS Credits 6
Prerequisites HOSP 110	Department Management	Semester Fall / Spring
Type of Course Compulsory/Elective	Field Tourism, Leisure and Events Management	Language of Instruction English
Level of Course 1 st cycle	Lecturer(s) George Panayiotou	Year of Study Second
Mode of Delivery Face to Face	Work Placement N/A	Corequisites N/A

Course Objectives:

The main objectives of the course are to:

- Plan a Tourism and Hospitality related event.
- Develop a design or 'theme' for an event.
- Supervise all the aspects relating to an actual event.

Learning Outcomes:

After completion of the course students are expected to be able to:

1. Understand the market/ clientele to particular events.
2. Create event design themes.
3. Organize event catering, décor, entertainment, accommodation, invitations and transportation to and from the event.
4. Coordinate the activities of the human resources involved in the event.
5. Effectively supervise the event on the day.
6. Conduct an evaluation of the event to highlight weaknesses for future improvement.

Course Content:

1. Introduction to Event Management
2. General overview of Event Planning

3. Basic planning information (including booking accommodation; Choosing a theme; Decorating and party supplies; Hiring a band; Questions to ask the chosen facility; Selecting promotional items; Thank you gifts).
4. Setting up your business (Business start-up check list, Preparing a Business Plan).
5. Marketing the Event.
6. Event Health and Safety (Safety of the facilities; Risk Assessment; Communications; Evacuations; First Aid; Fire arrangements; Security; Barriers; Temporary road closures; Facilities for the disabled; Signs; The Environment; Facilities; Other considerations; What to do when things go wrong; Event checklist; Further information; Event planning form; Event safety and welfare form).
7. Understanding function supervision (Supervising a Function; Planning a Function; Providing a Silver Service; Developing efficient and organised work habits; Getting ready for service; Meeting customer requirements; Food service; Surplus food and used equipment; Clearing finished courses; Clearing tables).
8. Information forms (Client information form; Event planning sheet; Event Budget Planning Sheet).
9. Equipment Hire and Information (Basic hire information; Selections from a Catalogue; Hire lists).
10. Arranging a special event (Anniversaries; Hen/Stag Nights; Baptism; Birthdays; Funerals; Corporate Events; Engagement; Reunions; Weddings).

Learning Activities and Teaching Methods:

Lectures, Case Studies Analysis and Discussion, In-Class Exercises, and Presentations.

Assessment Methods:

Class activities, Role-plays Homework, Project, Mid-Term, and Final Exam.

Required Textbooks / Readings:

Title	Author(s)	Publisher	Year	ISBN
The Complete Guide to Successful Event Planning, 3 rd Edition	Kilkenny, S.	Atlantic Publishing Group, Inc	2016	1620231565
Special Events	Joe Goldblatt	Wiley	2012	978-0-470-64189-7

Recommended Textbooks / Readings:

Title	Author(s)	Publisher	Year	ISBN
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Event Planning and Management: Principles, Planning and Practice, 2nd Edition	Ruth Dowson and David Bassett	Kogan Page	2018	0749483318.
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Course Code	Course Title	ECTS Credits
THOM 300	Conferences & Exhibitions	6
Prerequisites	Department	Semester
HOSP 110	Management	Fall / Spring
Type of Course	Field	Language of Instruction
Compulsory/Elective	Tourism, Leisure and Events Management	English
Level of Course	Lecturer(s)	Year of Study
1 st cycle	Yianna Orphanidou	Third
Mode of Delivery	Work Placement	Corequisites
Face to Face	N/A	N/A

Course Objectives:

The main objectives of the course are to:

- Identify the Five Stages of M.I.C.E Management: Research, Design, Planning, Coordination, and Evaluation.
- Apply budgeting, pricing, and accounting as they relate to M.I.C.E Design.
- Identify and analyse the various types of special M.I.C.E requirements and the risk of each event.
- Develop a complete Conference Design Project.

Learning Outcomes:

After completion of the course students are expected to be able to:

1. Describe the economic role, impact and growth of meetings and the convention/ conference industry.
2. Distinguish the types of association membership/ meetings and their communication channels.
3. Identify the industry's miscellaneous markets and describe concerns involved in servicing those markets.
4. Explain the function and responsibilities of marketing, sales and communication department as it applies to the meetings and conferences industry.
5. Apply evidence-based decision-making in sourcing relevant venues and sponsors, and in the management of budget, time and other resources.
6. Apply CSR activities and organize sustainable events

Course Content:

- Introduction to the Meetings, Expositions, Events and Conventions Industry (Background of Industry, what is a Meeting? Types of MEEC, Meetings, exhibitions, events & conventions, Terminology, Careers).
- Meeting, Exhibition, Event, and Convention Organizers and Sponsors (various markets available in the area of M.I.C.E.).
- Meeting and Convention Venues (different venues characteristics and be able to match the event with the most suitable venue).
- Service Contractors (steps of making a contract, identify law implications).
- Destination Management Companies.
- Special Events Management.
- Planning MEEC Gatherings
- Food and Beverage
- Legal Issues in the MEEC Industry
- Technology and the Meeting Professional (technological equipment available for the well organization of events e.g. audiovisual equipment).
- International Issues in MEEC (sustainability, ethical considerations, CSR, accessibility, visa and medical service).

Learning Activities and Teaching Methods:

PowerPoint Lectures, workshop assignments - Conference, practical exercises, student presentations/assignments

Assessment Methods:

Students' PowerPoint presentations, assignments, exercises, Mid-Term exam (conference report), Final exam

Required Textbooks / Readings:

Title	Author(s)	Publisher	Year	ISBN
Meetings, Expositions, Events, and Conventions: An Introduction	Fenich, G.G.	Pearson	2019	9780132340571

to the Industry, 5th Edition				
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Recommended Textbooks / Readings:

Title	Author(s)	Publisher	Year	ISBN
Convention Management and Service, 9 th Edition	Astroff, M. T. & Abbey, J. R	Educational Institute of the American Hotel Motel Association	2016	0866125086. 978- 0866125086



Course Code	Course Title	ECTS Credits
THOM 375	Casino Management	6
Prerequisites	Department	Semester
Senior	Management	Fall / Spring
Type of Course	Field	Language of Instruction
Elective	Tourism, Leisure and Events Management	English
Level of Course	Lecturer(s)	Year of Study
1 st cycle	Natasa Christodoulidou	Third
Mode of Delivery	Work Placement	Corequisites
Face to Face	N/A	N/A

Course Objectives:

The main objectives of the course are to:

- Demonstrate broad-based skills including the application of casino specific management and leadership skills.
- Demonstrate and understand fundamental accounting and financial management concepts of casino management.
- Identify and develop the core concepts of customer service awareness and be able to provide a positive customer service attitude in all casino operations.
- Identify staffing needs within the organizational structure of typical gaming operations.
- Demonstrate a basic understanding of the law, the court system and procedure as they pertain to hospitality and casino concerns.

Learning Outcomes:

After completion of the course students are expected to be able to:

1. Demonstrate knowledge of the history of gaming, development aspects and current trends.
2. Explain the relation of casino operations to the hospitality industry and the local economy.
3. Demonstrate knowledge of the primary casino games.
4. Describe and analyse the role of the non-casino divisions.
5. Identify and discuss the primary social, cultural and ethical concerns regarding gaming.
6. Describe the organization, structure and the primary functional areas of casino operation.

Course Content:

- Introduction to Casino Management.
- The History of Modern Gaming.
- Casino Organizational Structure.
- Gaming Regulation Controls.
- Casino Cage, Credit and Collection.
- Slot Management.
- Introduction to Table Games.
- Casino Marketing.
- The economic impact of Casino operations.
- The Social and Ethical impact of Casino Operations.

Learning Activities and Teaching Methods:

PowerPoint Lectures, assignments, practical exercises, student presentations/assignments

Assessment Methods:

Students' PowerPoint presentations, assignments, exercises, fieldtrip, Mid-Term exam, Final exam

Required Textbooks / Readings:

Title	Author(s)	Publisher	Year	ISBN
Casino Management in Integrated Resorts (Hospitality Essentials Series) 1st Edition	Desmond Lam	Routledge	2019	ISBN-13: 978-1138097506
Casino Management: A Strategic Approach	Hashimoto, K.	Prentice Hall	2008	100131926721
Casino Organizational and Culture	Robert Chris and Kathryn Hashimoto	Prentice hall	2010	9780131748125

Students will be provided with blend of latest government reports, casino company manuals, training programs, academic articles and casino association reports (among others).

Recommended Textbooks / Readings:

Title	Author(s)	Publisher	Year	ISBN
Casinonomics: The Socioeconomic Impacts of the Casino Industry	Douglas M. Walker	Springer http://link.springer.com/book/10.1007/978-1-4614-7123-3	2013	978-1-4614-7123-3
Casino Management: Past, Present and Future. 2 nd ed.	Hashimoto, K., Kline, S. and Fenich, G.	Kendall/Hunt	1998	9780787245184
Introduction to Casino and Gaming Operations. 2 nd ed.	Marshall, L. H. and Rudd, D. R	Prentice Hall	1999	9780139795688



Course Syllabus

Course Code THOM-380	Course Title Responsible Gaming and Ethics	ECTS Credits 6
Prerequisites THOM 375	Department Management	Semester Spring/Fall
Type of Course Major/Concentration	Field Hospitality	Language of Instruction English
Level of Course 1st cycle	Lecturer(s) Fani Papamichael	Year of Study 3 rd
Mode of Delivery Face-to face	Work Placement N/A	Corequisites No

Course Objectives:

The main objectives of the course are to:

- Familiarize students with the Gaming Industry Code of Practice.
- Identify and adjust to future managerial trends.
- Understand the multicultural, multiethnic gaming environment.
- Analyze responsible gaming and ethics (including the impact of gambling, legislative measures and community issues, implement strategies used to reduce the harm associated with the misuse and abuse use of gambling activities, the benefits of implementing Responsible Conduct of Gambling strategies).

Learning Outcomes:

After completion of the course students should be able to:

1. Define gambling activity, gaming and wagering

2. Define responsible gambling and Gaming Industry Code of Practice
3. Distinguish between legal and illegal forms of gambling activity
4. Describe the main characteristics of the gambling industry with specific reference to the European/American context, including its size and various sectors
5. Identify and describe some of the potential harmful impacts of gambling on individuals, families and the community, including the scale of problem gambling associated with gaming machines
6. Outline the key features of harm minimisation in relation to gaming machines, and the role of civic responsibility.

Course Content:

- Introduction to the course Responsible Gaming.
- Forms of Gambling.
- Components of EGM's; How do EGM's work?
- Jackpots & Progressives.
- Player Loyalty Schemes Harm Minimization.
- Gambling Regulation Act Gaming Industry Code of Practice.
- Identifying when gambling becomes a problem Behaviour that detracts from Safety & Comfort to customers.
- Complaints resolution process Customer Assistance.
- Notice of conditions of a Gaming Industry Employee's License.
- Large Wins Gaming Laws and you, Code of Practice and Ethics.

Learning Activities and Teaching Methods:

PowerPoint Lectures, workshop assignments, practical exercises, student presentations/assignments

Assessment Methods:

Students' PowerPoint presentations, assignments, exercises, fieldtrip, Mid-Term exam, Final exam

Required Textbooks / Readings:

Title	Author(s)	Publisher	Year	ISBN
GAMBLING: Risk Factors, Prevalence and	Yvonne Carter	Nova Publishers New York	2016	978-1-63485- 809-0

Treatment Outcome				
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Recommended Textbooks / Readings:

Title	Author(s)	Publisher	Year	ISBN
Casino Operations Management	Jim Kilby, Jim Fox, Anthony F. Lucas	John Wiley & Sons	2006	0470073640, 9780470073643
Casino Management: A Strategic Approach	Kathryn Hashimoto	Prentice Hall	2008	10:0131926721
The Wiley-Blackwell Handbook of Disordered Gambling	David C. S. Richard Alex Blaszczynski Lia Nower	John Wiley & Sons	2013	978-0-470-71071-5
Youth Gambling : The Hidden Addiction	Merrick, Joav Shek, Daniel T. L. Derevensky, Jeffrey L.	Berlin : De Gruyter.	2011	9783110255201. 9783110255690.
Corporate Social Responsibility and Responsible Gambling in Gaming Destinations	Luo, Jian Ming Lam, Chi Fung	Hauppauge, New York : Nova Science Publishers, Inc.	2016	9781634859752. 9781536100662.



Course Code	Course Title	ECTS Credits
THOM-401	Security and Crisis management	6
Prerequisites	Department	Semester
	Management	F/S
Type of Course	Field	Language of Instruction
Compulsory	Hospitality	English
Level of Course	Lecturer(s)	Year of Study
1 st Cycle	Dr Markianos Kokkinos	4 th
Mode of Delivery	Work Placement	Corequisites
Distance Learning	N/A	None

Course Objectives:

The main objectives of the course are to:

- Explain the key issues in developing and implementing a security program.
- Identify threats in relation to security and loss prevention.
- Construct reactive and preventative strategies to mitigate threats to safety, security, and loss.
- Evaluate a risk management plan and the role of leadership.

Learning Outcomes:

After completion of the course students are expected to be able to:

1. Assess the role of security management within operations management and leadership
2. Explain the key issues in developing and implementing a security program
3. Identify risks and threats in relation to security and loss prevention
4. Evaluate a risk management plan
5. Identify threats in relation to security and loss prevention

Course Content:

1. Security and Safety in the Lodging Industry.
2. Legal Aspects of Loss Prevention.

3. Security Programs, Training, Design, and Equipment.
4. Security Procedures Covering Guest Concerns.
5. Lodging Safety.
6. Departmental Responsibilities in Guest and Asset Protection.
7. Employee Safety.
8. The Protection of Funds and Information.
9. Emergency Management and Media Relations.
10. Insurance.

Learning Activities and Teaching Methods:

Teaching material including PowerPoint presentations and additional readings, Mid Term. Final Exams

Required Textbooks / Readings:

Title	Author(s)	Publisher	Year	ISBN
Crisis Management in the Tourism Industry: Beating the Odds?	Christof Pforr, Peter Hosie	Routledge	2016	ISBN-13: 978-0754673804
Security and loss prevention management.	Ellis, R. & Stipanuk, D. Lansing, MI	American Hotel & Lodging Educational Institute	2013	ISBN 978-0-86612-410-2
Crisis Management in the Tourism Industry	Dirk Glaesser	Routledge	2006	ISBN-13: 978-0750665230

Recommended Textbooks / Readings:

UNic Library eBook Collections: Unic Library provides full text access to a number of eBooks. Below you will find collections from various vendors/publishers.

EBSCO contains more than 135,000 eBook titles from various publishers.



Course Outline

Course Code	Course Title	ECTS Credits
HOSP-211	Restaurant Operations Management	6
Prerequisites	Department	Semester
HOSP-100/ HOSP 111	Management	Fall
Type of Course	Field	Language of Instruction
Major	Hospitality	English
Level of Course	Lecturer(s)	Year of Study
1 st cycle	Mr. Nicholas Orphanides Mr. Andreas Paschalis	2
Mode of Delivery	Work Placement	Corequisites
Face to face	N/A	None

Course Objectives:

The main objectives of the course are to:

- Acquaint students with the practical aspects of food and beverage production and service.
- Equipping students with the skills to perform all service and food production operations .
- Involve students to operational administration of a food service facility.
- Provide students with the opportunity to exercise their management and creativity skills during an actual food and beverage event.
- Identify the various job classifications involved with food service management through role-play.

Learning Outcomes:

After completion of the course students are expected to be able to:

1. Apply hard and soft skills vital to a food and beverage setting.
2. Demonstrate managerial and leadership skills in a diversified context (before, during and after an event)
3. Understand important procedures (including crisis management, safety, sanitation when handling food, marketing, customer satisfaction).
4. Articulate the kitchen glossary, service terms.
5. Plan (including costing), develop and present a menu.
6. Explain the various methods of food and beverage service delivery.

Course Content:

- Understand the importance of co-operation between departments in the kitchen and service.
- Understand the significance of initiative and teamwork responsibility.
- Hard and Soft Skills
- Management and Leadership Skills
- Execution of an 'event': from theoretical information to execution.
- Principles of Service
- Crisis Management, Safety, Sanitation.
- Food and Beverage management
- Food Production
- Apply operational theoretical knowledge into creating events with hands-on job practical training

Learning Activities and Teaching Methods:

Lectures, Case Study Analysis and Discussion, In-Class Exercises, and Presentations.

Assessment:

Practical sessions /Events preparation and report

Required Textbooks:

Authors	Title	Publisher	Year	ISBN
Campbell, J., Foskett, D. and Ceserani, V.	Practical Cookery	Hodder Education	2019 14 th ed.	978-1510461710
Hotelier Tanji	III. FOOD & BEVERAGE SERVICE TRAINING MANUAL WITH 225 SOP	CreateSpace Independent Publishing Platform	2014	978-1495972140
Cousins, J.	IV. FOOD AND BEVERAGE SERVICE	Hodder Education	2014,9th ed.	978-1471807954

Recommended Textbooks

Authors	Title	Publisher	Year	ISBN
Jack D. Ninemeier	<i>1) Planning and Control for Food and Beverage Operations,</i>	AHLEI	2013	978-0-86612-416-4
Updated (custom-made) resources will be recommended to students along with publishers' material throughout the semester.				



Course Code	Course Title	ECTS Credits
THOM-210	Cultural Geography	6
Prerequisites	Department	Semester
NONE	Management	Fall/Spring/Summer
Type of Course	Field	Language of Instruction
Elective	Tourism/ Cultural Geography	English
Level of Course	Lecturer(s)	Year of Study
1 st Cycle	Dr. Leonidas Efthymiou	2 nd
Mode of Delivery	Work Placement	Co-requisites
Face to Face	N/A	None

Course Objectives:

The main objectives of the course are to:

- Provide an overview of cultural (human) geography
- Understand the links between human geography and tourism
- Expose students to spatially cultural differences across the earth
- Understand the impact of human activity on the environment

Learning Outcomes:

After completion of the course students are expected to be able to:

1. Explain the distribution of human activity
2. Describe cultural difference and its impact on Tourism and Travelling
3. Discuss global collaborations in the context of destination geography
4. Understand the nature and role of intercultural communication in global business
5. Link the cultural molecule to diversity
6. Appreciate the finiteness of energy supplies and the impact of scarcity on civilization

Course Content:

- Nature of geography
- Fundamentals of cultural geography

- Destination Geography
- The Cultural Molecule
- Language
- Religion
- Travel and Leisure Patterns
- Cultural Geography and Tourism
- Diversity
- Cultural Geography and Global Collaborations
- Intercultural Communication
- Industry and Energy
- Peak Oil and Sustainability

Learning Activities and Teaching Methods:

Lectures, Presentations, In-Class Exercises, and Discussion.

Assessment Methods:

Homework, Project/Presentations, Mid-Term, Final Examination

Required Textbooks / Readings:

Title	Author(s)	Publisher	Year	ISBN
The Cultural Landscape: An Introduction to Human Geography, 13th Edition	James M. Rubenstein	Pearson	2020	9780135209738

Recommended Textbooks / Readings:

Title	Author(s)	Publisher	Year	ISBN
Cultural Tourism and Sustainable Local Development	Luigi Fusco Girard, Peter Nijkamp	Taylor and Francis	2016	9781138253681

Updated (custom-made) lecturer notes, topic overviews and case studies will be recommended to students along with publishers' material throughout the semester.



Course Code THOM-390	Course Title Spa and Wellness Operations management	ECTS Credits 6
Prerequisites Senior	Department Management	Semester Spring/Fall
Type of Course Major/Concentration	Field Hospitality	Language of Instruction English
Level of Course 1st Cycle	Lecturer(s) Yianna Orphanidou	Year of Study 3 rd
Mode of Delivery Face-to face	Work Placement N/A	Corequisites Senior

Course Objectives:

The main objectives of the course are to:

- Familiarize students with Hospitality and Tourism Spa and Wellness Operations.
- Identify future managerial trends in Spa and Wellness sector.
- Interpret the multicultural, multiethnic spa and wellness operating environment.

Learning Outcomes:

After completion of the course students are expected to be able to:

1. Identify the various dimensions of the SPA and Wellness industry;
2. Recognize the significance of the SPA & Wellness business within the overall Hospitality business environment;
3. Implement Social Responsibility and Sustainability practices in the SPA and Wellness industry and evaluate ethical aspects of managerial decision-making;
4. Identify future issues surrounding the SPA & Wellness operation;
6. Analyse the international dimensions of marketing, human resource management, financial management, strategy, diversity and operations management to the SPA & Wellness sector.

Course Content:

- Introduction to the Spa Industry
- Spa Basics: Offerings, Facility Design and Construction
- Standard Operating Procedures

- Spa Human Resources
- Spa Facility Operations
- Spa Client Management
- Business Skills and Knowledge: Law, Financial Management, Marketing and Promotion, Business Evaluation
- The Spa Management Professional
- Trends and the Future of the Spa Industry
- Social Responsibility and Sustainability practices in the SPA and Wellness sector

Learning Activities and Teaching Methods:

PowerPoint Lectures, lab workshop assignments, practical exercises, student presentations/assignments

Assessment Methods:

Students' PowerPoint presentations, assignments, exercises, Midterm exam, Final exam.

Required Textbooks / Readings:

Title	Author(s)	Publisher	Year	ISBN
Spa Management: An introduction	Mary S. Wisnom Lisa L. Capozio	XanEdu Publishing Inc	2020	ISBN-10: 1975076230

Recommended Textbooks / Readings:

Title	Author(s)	Publisher	Year	ISBN
Successful Salon and Spa Management 6 th edition.	Milady	Delmar Cengage Learning	2011	ISBN-13:978-1435482463



Course Code THOM-379	Course Title Casino Auditing	ECTS Credits 6
Prerequisites Senior	Department Management	Semester Spring/Fall
Type of Course Major/Concentration	Field Hospitality	Language of Instruction English
Level of Course 1 st Cycle,	Lecturer(s) Margarita Kouloubri	Year of Study 3 rd and 4 th
Mode of Delivery Independent	Work Placement N/A	Corequisites No

Course Objectives:

The main objectives of the course are to:

- Familiarize students with the aspects of casino internal controls, policies, and procedures.
- Identify and adjust to future industry trends.
- Understand the casino auditing techniques.
- Analyze major aspects of casino auditing.

Learning Outcomes:

After completion of the course students are expected to be able to:

1. Demonstrate knowledge of the various dimensions of the casino auditing;
2. Explain the significance of auditing in casino sector within the overall environment;
3. Analyse, evaluate and discuss the issues that need to be addressed when doing business in this sector.
4. Identify future issues surrounding the industry.
5. Describe and demonstrate knowledge of the various aspects of financial reporting.
6. Describe and analyse the managing capital structures in the gaming industry.

Course Content:

- Casino internal control and management's responsibility.
 - Internal audit and the regulatory process.
 - Currency transactions reporting.
 - Minimum internal control standards (MICS).
 - The system of internal control, casino cages, slots, table games, casino fraud, and analyzing casino operations.
 - Analysis of casino financials, slots and table games.
 - Auditing and the information technology function.
 - Auditing food and beverage.
 - Auditing credit.
 - Suspicious activity reporting requirement.

Learning Activities and Teaching Methods:

PowerPoint Lectures, lab workshop assignments, practical exercises, student presentations/assignments

Assessment Methods:

Coursework, Final Exam, Midterm test

Required Textbooks / Readings:

Title	Author(s)	Publisher	Year	ISBN
AICPA	V. AUDIT AND ACCOUNTING GUIDE: GAMING	Wiley;	2019 1st edition	ISBN-13: 978-1941651353

Recommended Textbooks / Readings:

Title	Author(s)	Publisher	Year	ISBN
Jim Kilby, Jim Fox, Anthony F. Lucas	Casino Operations Management	John Wiley & Sons	2006	0470073640, 9780470073643
Kathryn Hashimoto	Casino Management: A Strategic Approach	Prentice Hall	2008	10: 0131926721



Course Code	Course Title	ECTS Credits
TOUR 335	Theme Parks & Attractions	6
Prerequisites	Department	Semester
Senior	Management	Fall / Spring
Type of Course	Field	Language of Instruction
Compulsory	Tourism, Leisure and Events Management	English
Level of Course	Lecturer(s)	Year of Study
1 st cycle	Andreas Vasileiou	Third/Fourth
Mode of Delivery	Work Placement	Corequisites
Face to Face	N/A	N/A

Course Objectives:

The main objectives of the course are to:

- Analyse the development and 'theming' of theme parks.
- Examine theme parks' management.
- Understand theme park planning and design.

Learning Outcomes:

After completion of the course students are expected to be able to:

1. Identify the key characteristics and different types of theme parks.
2. Examine the role of theming in planning and design.
3. Understand the role of feasibility studies.
4. Explain the steps and activities involved in the development and construction of a theme park.
5. Evaluate the views of a various stakeholders in the theme park industry;
6. Assess the management and operations of a theme park.

Course Content:

- History, definitions & types of theme parks;
- Theme park theming and design.

- Theme park planning.
- Theme park marketing (including niche marketing, collaborative marketing, branding).
- Guest service, experience and the role of visitor attractions in tourism.
- Theme parks operations: safety & risk management, crisis management & communications.
- Human resources management in a theme park.
- The development process and feasibility studies.
- Factors influencing the success and failure of visitor attractions.
- Financial Management, financing and designing visitor attractions.
- Managing quality in attractions;
- Managing change and planning for attractions.

Learning Activities and Teaching Methods:

PowerPoint Lectures, workshop assignments - practical exercises, student presentations/assignments

Assessment Methods:

Students' PowerPoint presentations, assignments, exercises, Mid-Term exam, Final exam

Required Textbooks / Readings:

Title	Author(s)	Publisher	Year	ISBN
Theme Park Design & The Art of Themed Entertainment	David Younger (Author), Joe Rohde (Afterword), Tony Baxter (Foreword)	David Younger	2016	ISBN-13: 978-0993578915
Development and Management of Visitor Attractions	Swarbrooke, J.	Butterworth-Heinemann	2002	0750651695

Recommended Textbooks / Readings:

Title	Author(s)	Publisher	Year	ISBN
Managing Visitor Attractions.	Fyall , A., Leask , A., Garrod, B. and Wanhill, S.	Butterworth-Heinemann	2008 2 nd ed.	075068545X

The Global Theme Park Industry	Clave, S. A. and Clarke, A.	CABI	2007	1845932080
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Course Code	Course Title	ECTS Credits
TOUR 240	Leisure and Recreation	6
Prerequisites	Department	Semester
TOUR 105	Management	Fall / Spring
Type of Course	Field	Language of Instruction
Compulsory	Tourism, Leisure and Events Management	English
Level of Course	Lecturer(s)	Year of Study
1 st cycle	Andreas Vasileiou	Second
Mode of Delivery	Work Placement	Corequisites
Face to Face	N/A	N/A

Course Objectives:

The main objectives of the course are to:

- Introduce students to the origins of Leisure and recreation.
- Discuss basic theoretic concepts and interrelated disciplines in the field of leisure and recreation.
- Provide an insight on the interrelation of leisure and leisure spaces.
- Understand processes of marketing and reshaping a destination's image.

Learning Outcomes:

After completion of the course students are expected to be able to:

1. Articulate the nature and structure of the tourism industry.
2. Examine aspects of consumers and behaviour (including aging, subculture, life-cycle and individual choices).
3. Understand how to market, reshape and develop tourism products.
4. Discuss actual developments and upcoming trends in Leisure and Recreation.
5. Discuss key disciplines related to Leisure and Recreation, such as sociology, psychology, geography, economics and politics.

Course Content:

- Introduction to the history of leisure and recreation.

- Theoretical principles of leisure and recreation.
- Key disciplines related to Leisure and Recreation, such as sociology, psychology, geography, economics and politics.
- Dimensions influencing Leisure and Recreation Behaviour (including age, gender, ethnicity life-cycle and leisure styles).
- Stakeholders: the public, the voluntary and the private sector.
- The role of education as leisure activity
- Staged Authenticity and Sustainable Development
- Marketing, reshaping destinations' image, and rebranding.
- Current and future leisure trends

Learning Activities and Teaching Methods:

PowerPoint Lectures, videos, student presentations/assignments/exercises

Assessment Methods:

Students' PowerPoint presentations, assignments, exercises, Mid-Term exam, Final exam

Required Textbooks / Readings:

Title	Author(s)	Publisher	Year	ISBN
The Economics of Recreation, Leisure and Tourism 6th Edition	John Tribe	Routledge	2020	ISBN-13: 978-0367230838

Recommended Textbooks / Readings:

Title	Author(s)	Publisher	Year	ISBN
An Introduction to Leisure Studies	Bull C., Hoose J. and Weed M.	Pearson	2003	9780582325036

An Introduction to Leisure Studies	Rojek C., Shaw, S. M. and Veal A. J.	Palgrave	2006	9781403902795
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Course Outline

Course Code	Course Title	ECTS Credits
THOM-361	Nutrition for optimal health and exercise	6
Prerequisites	Department	Semester
HOSP 105/Senior	Management	
Type of Course	Field	Language of Instruction
Major/Elective	Food and Nutrition	English
Level of Course	Lecturer(s)	Year of Study
1 st cycle	Fotini Lappa	3 rd
Mode of Delivery	Work Placement	Corequisites
Face to face	N/A	None

Course Objectives:

The main objectives of the course are to:

- Introduce the nutrients and their association with digestion, metabolism and obesity.
- Explain the basic food allergies and the importance of recognizing these for the provision of food and menu planning in hospitality.
- Discuss current and future food trends in the hospitality industry.
- Identify the basic types of pre-exercise carbohydrate and their influence on aspects of performance.

Learning Outcomes:

After completion of the course students are expected to be able to:

1. Explain the basic principles of all the nutrients found in foods.
2. Describe basic metabolism and how the digestive system works.
3. Analyze energy needs and understand how these needs change throughout different types of exercise.
4. Explain how optimal nutrition is the most important aspect of avoiding exercise fatigue.
5. Develop recipes and menus or modify recipes to serve customer needs in the Hospitality Industry (e.g. to comply with different allergies, concerns or ethical dimensions).
6. Explain food trends in the Hospitality Industry (including vegetarianism, health conscious eating, ethical sourcing, ethnic preferences).

Course Content:

- Introduction to nutrition.
- The relationship between diet and health (food portions and calculation of calories).
- The major macronutrients (Carbohydrates, Protein, Fat) and micronutrients (Vitamins, Minerals, Water) found in foods.
- Human digestion and metabolism.
- Food Trends in the Hospitality Industry.
- Recipes and menus or modified recipes for customer in the Hospitality Industry.
- Food allergies, concerns or ethical dimensions.
- Nutrition and Exercise (e.g. duration, energy production, timing, type of pre-exercise carbohydrate, fat and protein, Water and electrolyte balance, Ergogenic aids)
- Providing meals for athletic groups in Hospitality Settings.

Learning Activities and Teaching Methods:

Lectures, videos, presentations and student assignments

Assessment:

Students' PowerPoint presentations, assignments, exercises, Mid-Term exam, Final exam

Required Textbooks / Readings:

Title	Author(s)	Publisher	Year	ISBN
Food Preparation and Nutrition	Tull, Anita	Illuminate Publishing	2016	ISBN 10: 1908682787 / ISBN 13: 9781908682789 978-1-4380-0163-0
"Essential Sports Nutrition: A Guide to Optimal Performance for Every Active Person"	Marni Sumbal	Rockridge Press	2018	ISBN-10: 1641521694 ISBN-13: 978-1641521697
Lecture's Notes	Fotini Lappa			

Recommended Textbooks / Readings:

Title	Author(s)	Publisher	Year	ISBN
Deep Nutrition : Why Your Genes Need Traditional Food	Catherine Shanahan	St Martin's Press	2018	ISBN10 1250113849 ISBN13 9781250113849



Course Syllabus

Course Code	Course Title	ECTS Credits
THOM-430	International Hospitality Developments	6
Prerequisites	Department	Semester
Senior	Management	F/S
Type of Course	Field	Language of Instruction
Compulsory	Hospitality	English
Level of Course	Lecturer(s)	Year of Study
1 st Cycle	Theo Charalambous	4 th
Mode of Delivery	Work Placement	Corequisites
Distance Learning	N/A	None

Course Objectives:

The main objectives of the course are to:

- Examine the factors that have contributed to globalization and a global economy.
- Analyse international tourism, lodging industries and types of hotel products.
- Evaluate the business challenges associated with transnational, global, and multinational organizations.
- Explain factors and developments that are likely to affect the nature and pace of globalization in the travel, tourism and lodging industries in the years to come.

Learning Outcomes:

After completion of the course students are expected to be able to:

1. Examine the factors affecting international hotel expansion into European, North American, Middle Eastern, and Asia-Pacific markets.
2. Discuss recent developments with regard to the nature and use of equity investments in the hotel industry, as well as issues surrounding the financial structuring for hotel development.
3. Analyse the business challenges associated with multinational organizations, and possible growth strategies for expansion-minded hotel chains.

4. Examine employment aspects (including management contracts, contract services, fee structures, cultural diversity, managerial expatriate positions, and international human resource management, management functions).
5. Describe the forces that have led to the establishment of various national and international hotel classifications and standards.
6. Develop international marketing strategies.
7. Explain future factors and developments that are likely to affect the nature and pace of globalization in the travel, tourism, and lodging industries.

Course Content:

- Globalization, Tourism, and the Lodging Sector
- The Emergence of International Hotels
- Political Aspects of the International Travel, Tourism, and Lodging Industry
- Financing International Hotels
- Developing an International Hotel Project
- International Hotel Contracts and Agreements
- Understanding Cultural Diversity
- Selection and Preparation of International Hotel Executives
- International Human Resource Management
- Special Considerations in Managing International Hotel Operations
- International Hotel Classifications and Standards
- International Hotel Sales and Marketing
- Global Competition and the Future

Learning Activities and Teaching Methods:

Lectures, videos, presentations and student assignments

Assessment Methods:

Students' PowerPoint presentations, assignments, exercises, Mid-Term exam, Final exam

Required Textbooks / Readings:

Title	Author(s)	Publisher	Year	ISBN
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VI. EXPLORING THE HOSPITALITY INDUSTRY	John R. Walker	Pearson	2018	ISBN-13: 978-0134744919
International Hotels: Development and Management	Chuck Yim Gee	AHLEI	2008	ISBN 978-0-86612-329-7

Recommended Textbooks / Readings:

UNic Library eBook Collections:

Unic Library provides full text access to a number of eBooks. Below you will find collections from various vendors/publishers.

EBSCO contains more than 135,000 eBook titles from various publishers.

E-BRARY contains more than 111,200 eBook titles from various publishers.

SPRINGER offers access to 18,000 eBook titles published by Springer.

ELSEVIER offers access to 445 titles in specific areas.

WILEY provides access to 690 Wiley eBook title



Course Code	Course Title	ECTS Credits
TOUR 450	Sustainable Tourism	6
Prerequisites	Department	Semester
Senior	Management	Fall / Spring
Type of Course	Field	Language of Instruction
Compulsory	Tourism, Leisure and Events Management	English
Level of Course	Lecturer(s)	Year of Study
1 st cycle	Philippos Drousiotis	Fourth
Mode of Delivery	Work Placement	Corequisites
Face to Face	N/A	N/A

Course Objectives:

The main objectives of the course are to:

- Introduce students to the concepts of sustainable tourism and civic responsibility.
- Create awareness on problems in the field of evaluating and measuring sustainability.
- Analyse the opportunities and economic potential of sustainability in tourism.
- Conduct research on social, scientific or ethical-related tourism phenomena.

Learning Outcomes:

After completion of the course students are expected to be able to:

1. Articulate the nature, role and dimensions of sustainability.
2. Measure the degree of tourism sustainability by using evaluation techniques.
3. Implement innovative methods in order to create a more sustainable living.
4. Critically review advantages and disadvantages of the concept.
5. Evaluate human relations for effective performance and management efficiency.
6. Conduct field research (gather and interpret relevant data) to inform judgments on social, scientific or ethical issues in tourism.

Course Content:

- Introduction to Sustainable Tourism.
- The context of sustainability (Globalization, Global Development and more).
- Sustainability views Tourism: Sustainability a barrier to tourism development?
- Transportation views sustainable tourism
- Sustainability Accreditation for Tourism Industry
- Measure Sustainability in the context of Tourism
- Rural Tourism as a form of sustainable Tourism?
- Cruise Tourism a form of sustainable Tourism?
- Ecotourism a form of sustainable Tourism?
- Volunteer Tourism a form of sustainable Tourism?
- Researching social, scientific and ethical issues.
- Explore the Future of Sustainable Tourism.

Learning Activities and Teaching Methods:

PowerPoint Lectures, videos, student presentations/assignments/exercises

Assessment Methods:

Students' PowerPoint presentations, assignments, exercises, Mid-Term exam, Final exam

Required Textbooks / Readings:

Title	Author(s)	Publisher	Year	ISBN
Overtourism: Issues, realities and solutions	Rachel Dodds	DeGruyter	2019	ISBN-13: 978-3110620450
Tourism, recreation and sustainability: linking culture and the environment.	McCool, S. F. & Moisey, R. N.	Cabi-Publishing	2006	0851995055

Recommended Textbooks / Readings:

Title	Author(s)	Publisher	Year	ISBN
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Sustainable Tourism Management	Swarbrooke, J.	Cabi-Publishing	1999	9780851993140
<ul style="list-style-type: none"> • Journal of Sustainable Tourism • Globalization [Journal], ICAAP • Social and Cultural Geography [Journal], Taylor and Francis 				



Course Code	Course Title	ECTS Credits
THOM 455	Special Topics	6
Prerequisites	Department	Semester
Senior	Management	Fall / Spring
Type of Course	Field	Language of Instruction
Compulsory/Elective	Tourism, Leisure and Events Management	English
Level of Course	Lecturer(s)	Year of Study
1 st cycle	Dr. Leonidas Efthymiou	Fourth
Mode of Delivery	Work Placement	Corequisites
Face to Face	N/A	N/A

Course Objectives:

The main objectives of the course are to:

- Identify topical issues in the tourism industry.
- Understand the constantly changing contextual conditions in the tourism industry (including the climate change, economic recessions, pandemics).
- Evaluate actual events and their possible impacts on the industry.
- Analyze possible future changes, trends, ethical considerations and new types of tourism.

Learning Outcomes:

After completion of the course students are expected to be able to:

1. Articulate the unique aspects of the industry.
2. Demonstrate an understanding of world geography, major international tourism destinations and the concept of cultural diversity.
3. Evaluate the role of international tourism as an instrument for socio-economic development.
4. Examine problems and challenges involved in tourism development in different regions (including aspects of ethics, civic responsibility and sustainability).
5. Demonstrate an understanding of the basic concepts of E-tourism and its application in the Tourism Industry.
6. Analyze current trends, niche tourism products and new types of tourism.

Course Content:

- Top Destinations and Emerging Markets.
- Impacts of Global tourism.

- Ethical tourism and sustainable development.
- Challenges: natural resource tourism, climate changes, economic recession.
- Cultural tourism.
- Staged Authenticity.
- E-Tourism
- Niche Tourism
- New Types of Tourism (Spa Tourism, Dark Tourism, Space Tourism Medical Tourism, Religious Tourism, Culinary Tourism, Hedonic Tourism. Rainbow Tourism, Battlefield Tourism, Ecotourism).
- Individual, social and environmental perspectives.

Learning Activities and Teaching Methods:

PowerPoint Lectures, assignments, practical exercises, student presentations/assignments

Assessment Methods:

Students' PowerPoint presentations, assignments, exercises, Fieldtrip, Mid-Term exam, Final exam

Required Textbooks / Readings:

Title	Author(s)	Publisher	Year	ISBN
Special Interest Tourism: Concepts, Contexts and Cases	Sheila Agarwal ,G. Busby , R. Huang	CABI	2018	ISBN-13: 978-1780645667
Special Interest Tourism	Douglas, N. , Ngairé, D. and Derrett, R.	John Wiley	2002	9780471421719

Recommended Textbooks / Readings:

Title	Author(s)	Publisher	Year	ISBN
Managing Educational Tourism	Ritchie, B. W., with Carr, N. and Cooper, C.	Channel View Publications	2002	1853150512
Philosophical Aspects of Tourism	Tribe, J.	Channel View Publications	2009	1845410963

Tourism and Intercultural Exchange: Why Tourism Matters	Jack, G. and Phipps, A.	Channel View Publications	2005	1845410173
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Course Code	Course Title	ECTS Credits
THOM 490	Intercultural Communication	6
Prerequisites	Department	Semester
Senior Level	Management	Fall / Spring
Type of Course	Field	Language of Instruction
Elective	Tourism, Leisure and Events Management	English
Level of Course	Lecturer(s)	Year of Study
1 st cycle	Theo Charalambous	Fourth
Mode of Delivery	Work Placement	Corequisites
Face to Face	N/A	N/A

Course Objectives:

The main objectives of the course are to:

- Introduce students to the complexity of intercultural communication in Hospitality and Tourism.
- Understand the characteristics of business etiquette.
- Analyse intercultural employability aspects (including concepts of diversity and inclusion).
- Develop intercultural communication skills.

Learning Outcomes:

After completion of the course students are expected to be able to:

1. Identify intercultural communication as a distinguishable pattern of communication for the purposes of effective cross-cultural interaction.
2. Evaluate the impact of the complexity of culture and personal perception on communication.
3. Recognize the societal impact of ethnocentrism, prejudice and stereotyping.
4. Distinguish diverse message systems and how they impact communication such as verbal and nonverbal symbol systems.
5. Understand how to operate effectively and lead a diversified team at work.
6. Identify potential problems inherent to intercultural communication (including challenges for diversified teams, difficulties for inclusivity, conflicts).

Course Content:

- Introduction to Intercultural Communication.
- Types of Culture.

- Cultural diversity.
- Challenges and benefits of Diversity at work.
- Intercultural problem solving and conflict management.
- Inclusion.
- Cultural differences as communication Resources.
- Cultural identity.
- Business Etiquette- Protocol Abroad.
- Leading and communicating in a diverse, intercultural team.

Learning Activities and Teaching Methods:

PowerPoint Lectures, lab workshop assignments, practical exercises, student presentations/assignments

Assessment Methods:

Students' PowerPoint presentations, assignments, exercises, Mid-Term exam, Final exam

Required Textbooks / Readings:

Title	Author(s)	Publisher	Year	ISBN
Experiencing Intercultural Communication: An Introduction	Judith Martin Thomas Nakayama	McGraw-Hill Education	2017 6 th edition	ISBN-13: 978-1259870569
Managing Cultural Differences	Moran, R. T., Harris, P. R. & Moran, S. V.	Butterworth-Heinemann	2007	978-0750682473
Safari Through Culture	Leigh, J. & Hill, S. M.	Afi	2007	978-9963-681-03-7

Recommended Textbooks / Readings:

Title	Author(s)	Publisher	Year	ISBN
Experiencing Intercultural Communication	Nakayama, M.	McGraw-Hill	2004	978-0072862898



Course Syllabus

Course Code	Course Title	ECTS Credits
BADM-431	Research Methods in Business	6
Prerequisites	Department	Semester
None	Management & MIS	Fall/Spring
Type of Course	Field	Language of Instruction
Required	MIS	English
Level of Course	Lecturer(s)	Year of Study
1 st Cycle	Dr. Michalis Koutsoulis	1 st or 2 nd
Mode of Delivery	Work Placement	Corequisites
Face to Face	N/A	None

Course Objectives:

The main objectives of the course are to:

- Understand the research process and the various research paradigms.
- Apply qualitative and/ or quantitative research methods in a Tourism and Hospitality context.
- Evaluate research results (including coding software and analysis for qualitative findings, SPSS results for Frequencies, t-test, ANOVA, Cross tabulation, Correlation).
- Understand research ethics.

Learning Outcomes:

After completion of the course students are expected to be able to:

1. Develop a research hypothesis.
2. Review existing literature.
3. Distinguish different ways of empirical research and their implications and elaborate on empirical instruments.
4. Apply basic types of research that can be used in the study of business problems in Tourism and Hospitality.
5. Elaborate empirical instruments such as questionnaires.
6. Work out statistical analysis considering basic statistic knowledge and interpret data. Write a proper report and present the results in writing.

Course Content:

- Introduction to research.
- Types of research (non-experimental research, experimental research. Qualitative and quantitative research).
- Scientific investigations (techniques for investigating phenomena, acquiring new knowledge, or correcting and integrating previous knowledge. It is based on the collection of data through observation, and the formulation and testing of hypotheses).
- The research process (involves the basic steps of the whole process lying mainly under the transformation of the ideas into research questions, review the literature, design the study and develop a methodological approach, writing the research proposal, collate data using empirical tools, and analyze data).
- Research Ethics (Consent, Anonymity, Access, Confidentiality).
- Research design (steps for conducting a research study from the definition of the problem to the recommendations and conclusions. There are many possible strategies and methods for carrying out research).
- Statistics (various types of statistical methods and formulas such as, data matrix, scale of data, deviation measures, correlation, regression, descriptive statistics, median and more).
- Data analysis, interpretation and visualization (it includes the analysis of data collected investigating their reliability, validity, trying to find failures).
- Coding and analysis of data (by using relevant software).
- The research report (comprehensive approach about developing a formal report analyzing its integral parts regarding content, layout, references, appendices).

Required Textbooks / Readings:

Title	Author(s)	Publisher	Year	ISBN
(ebook): Research Methods in Tourism, Hospitality and Events Management.	Brunt,P., Horner, S. and Semley N.	SAGE	2017	ISBN 978147391914-3
(ebook): Writing your Thesis.	Oliver, P.	SAGE	2013	ISBN: 9781446267851



Course Syllabus

Course Code HOSP-490	Course Title Thesis	ECTS Credits 12
Prerequisites Completion of core Requirements	Department Management	Semester Fall/Spring
Type of Course Compulsory	Field Hospitality	Language of Instruction English
Level of Course 1st Cycle	Lecturer(s) Faculty Member of Department of Management	Year of Study 4th
Mode of Delivery Face-to-face	Work Placement N/A	Corequisites None

Course Objectives:

The overall aim of the module is to enhance students' ability to manage a complex project in a hospitality environment. To do so, the module aims to:

- Develop the learner's understanding and skills of research in hospitality management and/or a hospitality development context.
- Critically review a range of research methods, methodologies and select the appropriate one.
- Build on the research methodology skills and practical aspects of planning, conducting and producing a dissertation appropriate to the level.

Learning Outcomes:

After completion of the course students are expected to be able to:

1. Identify a specific management and/or development problem in the field of hospitality.
2. Review relevant literature relating to an identified problem.
3. Select a relevant methodology to support a research project.
4. Select research method(s) to investigate a specific management and/or development problems in the field of hospitality.
5. Develop and present a research dissertation.
6. Adopt international ethical practices, including, consent, confidentiality, anonymity and ethical approval forms.

Course Content:

- Introduction to research approaches
- Formulating research aims and objectives
- Developing a conceptual framework
- Research Design: Developing a research proposal
- Critically reviewing the literature
- Research Methodology
- Research Methods
- Approaches to analysis of Qualitative and Quantitative findings
- Ethical Considerations
- Project planning, development and presentation

Learning Activities and Teaching Methods:

Lecture, formative self-assessment, interactive activities, case studies, videos, discussion forums

Assessment Methods:

Final Exam, Dissertation

Required Textbooks / Readings:

Title	Author(s)	Publisher	Year	ISBN
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(ebook): Research Methods in Tourism, Hospitality and Events Management.	Brunt,P., Horner, S. and Semley N.	SAGE	2017	ISBN 978147391914-3
(ebook): Writing your Thesis.	Oliver, P.	SAGE	2013	ISBN: 9781446267851

Recommended Textbooks / Readings:

Title	Author(s)	Publisher	Year	ISBN
(ebook); Researching Tourism, Leisure and Hospitality for your Dissertation.	Mason, P.	GOODFELLOW	2014	ISBN: 9781908999- 900



Course Syllabus

Course Code	Course Title	ECTS Credits
HOSP-495	Hospitality Business Simulation	6
Prerequisites	Department	Semester
Senior	Management	Fall/ Spring
Type of Course	Field	Language of Instruction
Major Elective	Hospitality	English
Level of Course	Lecturer(s)	Year of Study
1st Cycle	Dr Efthymiou/Mr Charalambous/Ms Orphanidou / Mr Panayiotou	3 rd /4 th
Mode of Delivery	Work Placement	Corequisites
face-to-face	N/A	None

Course Objectives:

The main objectives of the course are to:

- Engage students in a creative simulated hotel and restaurant learning environment.
- Stimulate problem solving through adaptive case study scenarios.
- Apply skills, competencies and knowledge towards a profitable, viable and sustainable hotel and restaurant business.
- Create a healthy competitive environment while enhancing learners' business and strategic skills.

Learning Outcomes:

After completion of the course students are expected to be able to:

1. Analyse the key operational & environmental variables that influence hotel and restaurant operations in a competitive setting.
2. Recognize financial implications of operational decisions by linking the decisions to cash flows and bottom line performance.
3. Identify financial opportunities leading to hotel profitability and financial viability.
4. Critically evaluate strategic decisions on hotel performance indicators i.e. RevRAR, ADR, GOPPAR, KPI, Min LOS, Occ.
5. Apply sustainable business principles while improving financial performance and delivering value for all stakeholder.

Course Content:

- Operate a 140 rooms hotel for 12 weeks in a simulated and competitive environment.
- Apply market research leading the hotel to a profitable business.
- Adjust room rates vs competitors.
- Resolve engineering and maintenance problems.
- Housekeeping staffing.
- Selling meetings/banquets.
- Staffing events appropriately and Balanced scorecards/ Guest satisfaction.
- Responsible environmental practices for a sustainable hotel operation.
- Produce Key figures report (including Hotel operations and satisfaction report, Restaurant operations and satisfaction report, Personnel report, Facilities report, Financial reports, Financial statements, Cash and borrowing calculations, Revenue splits - different splits.
- Key ratios.
- Reflect on the decisions taken.

Learning Activities and Teaching Methods:

Lectures, Simulation scenarios , Case studies , team project , presentations , team competitions

Required Textbooks / Readings:

Title	Author(s)	Publisher	Year	ISBN
CESIM Hospitality Simulation for Hotel and Restaurant Management	Cesim Business Simulation Games	Cesim Business Simulation Games	2021	https://www.cesim.com/
SLATE Hotel Simulation	AHLEI		2015	
Hospitality Case Simulation/ Case studies	Knowledge Matters		2020	



Course Code	Course Title	ECTS Credits
TOUR 200	Cruise Services & Management	6
Prerequisites	Department	Semester
N/A	Management	Fall / Spring
Type of Course	Field	Language of Instruction
Compulsory	Tourism, Leisure and Events Management	English
Level of Course	Lecturer(s)	Year of Study
1 st cycle	Yianna Orphanidou	Fourth
Mode of Delivery	Work Placement	Corequisites
Face to Face	N/A	N/A

Course Objectives:

The main objectives of the course are to:

- Introduce the cruise industry and its significance as one of the fastest growing sectors of the tourism industry;
- Examine the phenomenon of cruising from the perspective of the industry and the consumer;
- Explore the working conditions on cruise ships as well as the environmental impacts of cruising.

Learning Outcomes:

After completion of the course students are expected to be able to:

1. Appraise various concepts in cruise and cruise line management;
2. Explain the historical development of cruising and the interconnectivity of its components
3. Synthesize information for problem-solving in response to various problems and issues;
4. Assess the management and operations of a cruise;
5. Analyse cruise market-characteristics
6. Implement and assume responsibility for an in-depth investigation of an identified issue (e.g. relating to safety) and prepare a project report.

Course Content:

- The context and historical evolution of Cruising.
- Ships as floating resorts - the Cruise Experience.

- The Industry -Profiling the Lines.
- Who Cruises and Why- Market aspects- Cruise Marketing and Economics.
- Cruising regions – cruise geography.
- Niche cruising.
- Environmental issues in cruise operations.
- Destination development in the cruise business- The Pre-Post and Off-Ship Cruise Experience.
- Safety and Security Issues in international cruise ship management.
- Working in the cruise industry.
- The future of cruising.

Learning Activities and Teaching Methods:

PowerPoint Lectures, workshop assignments - practical exercises, student presentations/assignments

Assessment Methods:

Students' PowerPoint presentations, assignments, exercises, Mid-Term exam, Final exam

Required Textbooks / Readings:

Title	Author(s)	Publisher	Year	ISBN
Cruise Operations Management: Hospitality Perspectives	Philip Gibson and Richard Parkman	Routledge	2018	9781138505179

Recommended Textbooks / Readings:

Title	Author(s)	Publisher	Year	ISBN
Selling the Sea.	Dickinson, B. and Vladimir, A.	Wiley	2007	0471749184

Appendix B - Updated List of Courses (ANNEX 1).docx

F. ANNEXES

ANNEX 1 – LIST OF COMPULSORY COURSES AND ELECTIVE COURSES

PROGRAM REQUIREMENTS	ECTS
Major Core Requirements	36
Concentration A Requirements : Hotel and Restaurant Management	72-78
Concentration B Requirements : Integrated Resort Management	72-78
Major & Integration Requirements	24-36
Business Support Requirements	24-36
Language Expression	18-30
Foreign Languages Requirements	12-24
Computer / MIS Electives Requirements	12-18
Math Electives	12-24
Humanities and Social Sciences Electives	0-12
Total ECTS	240

	ECTS
MAJOR CORE REQUIREMENTS	36
HOSP-100 Introduction to Hospitality Management	6
HOSP-110 Food and Beverage Management	6
HOSP-235 Housekeeping & Facilities Management	6
HOSP-245 Managing Front-Office Operations	6
HOSP-310 Hospitality IT with Digital Marketing	6
THOM-450 Strategic Management	6
Concentration Requirements: Hotel and Restaurant Management	72 -78

Note: If HOSP-490 is not chosen, then THOM-475 is required from the electives	
HOSP-105 Food Science	6
HOSP-210 Bar Management	6
THOM-201 Internship I (Required)	6
HOSP -111 Food Production and Service Operations	6
HOSP-211 Restaurant Operations Management	6
THOM-375 Casino Management	6
THOM-361 Nutrition for optimal Health and Exercise	6
HOSP-350 Food Service Layout & Design	6
HOSP-320 Food & Beverage Cost Controls	6
THOM-300 Conferences & Exhibitions	6
THOM-401 Security and Crisis Management	6
TOUR-450 Sustainable Tourism	6
HOSP -410 Service Quality Management	6
BADM -431 Research Methods in Business (Required)	6
HOSP -490 Thesis	12
Concentration Requirements : Integrated Resort Management 72 -78	
Note: If HOSP-490 is not chosen, then THOM-475 is required from the electives	
TOUR-240 Leisure & Recreation	6
THOM-201 Internship I (Required)	6
THOM-240 Managing Special Events	6
THOM-235 Environmental Management for Tourism and Hospitality	6
THOM-300 Conferences & Exhibitions	6
THOM-375 Casino Management	6
THOM-379 Casino Auditing	6
THOM-390 Spa and Wellness Operations Management	6

THOM-380 Responsible Gaming and Ethics	6
THOM-400 Wellness and Health Tourism	6
THOM-401 Security and Crisis Management (New Course)	6
THOM-430 International Hospitality Developments (New Course)	6
BADM -431 Research Methods in Business (Required)	6
HOSP- 490 Thesis	12
MAJOR & INTEGRATION ELECTIVES	24-36
Note: Or any other HOSP-THOM or TOUR - course.	
THOM-210 Cultural Geography	6
TOUR-200 Cruise Services & Management	6
THOM-301 Internship II	6
THOM-420 Tourism & Hospitality Law	6
THOM-455 Special Topics	6
THOM-490 Intercultural Communication	6
THOM -475 Senior Year Seminars	6
HOSP- 495 Hospitality Business Simulation	6
BUSINESS SUPPORT REQUIREMENTS	24-36
ACCT-110 Accounting I	6
ACCT-111 Accounting II	6
MGT-281 Introduction to Management	6
ECON-261 Principles of Microeconomics	6
ECON-262 Principles of Macroeconomics	6
FIN-266 Managerial Finance	6
MGT-482 Human Resource Management	6
BADM-486 Task-Based Internship	6

FOREIGN LANGUAGE REQUIREMENTS		12-24
Note: At least 12 ects of one language eg. GERM -101, GERM -102 * Chinese Language		
GERM-101 German Language and Culture		6
GERM-102 German Language and Culture II		6
FREN-101 French Language and Culture I		6
FREN-102 French Language and Culture II		6
GREK-101 Greek Language and Culture I		6
GREK-102 Greek Language and Culture II		6
ITAL-101 Italian Language and Culture I		6
ITAL-102 Italian Language and Culture II		6
RUSS-101 Russian Language and Culture I		6
RUSS-102 Russian Language and Culture II		6
LANGUAGE EXPRESSION		18-30
Notes: (1) Placement in the English courses is done on the basis of a Placement Test or tests such as TOEFL or GCE. (2) Students must complete BADM-231 or BADM-332.		
BADM-231 Business Communication		6
BADM-332 Technical Writing & Research		6
BENG-100 College English		6
COMM-200 Business & Professional Communication		6
ENGL-100 Basic Writing		6
ENGL-101 English Composition		6
COMPUTER/MIS REQUIREMENTS		12-18
Note: Or any other COMP-, MIS-, or MULT- course.		
MIS-151 Business Software Applications		6

MIS-251 Information Systems Concepts	6
MIS-220 Technologies of the Social Web	6
MIS-390 E-Business	6
MATH ELECTIVES	12-24
MATH-105 Intermediate Algebra	6
MATH-108 Finite Mathematics with Applied Calculus	6
MATH-221 Statistics I	6
MIS-270 Statistical Applications in Business	6
MATH-321 Statistics II	6
IMGT-486 Quantitative Methods	6
HUMANITIES & SOCIAL SCIENCE ELECTIVES	0-12
Note: Or any language course with FREN-, GERM-, ITAL-, RUS-, SPAN-, GREK- prefix	
ESCI-200 Society & Environment	6
SOC-101 Principles of Sociology	6
PSY-210 Social Psychology	6
PHIL-101 Introduction to Philosophy	6
PHIL-120 Ethics	6
PSY-110 General Psychology	6
PSY-111 General Psychology II	6
UNIC-100 University Experience	6
TOTAL ECTS	240

Appendix C - TABLE 2: COURSE DISTRIBUTION PER SEMESTER

A/A	Course Type	Course Name	Course Code	Periods per week	Period duration	Number of weeks/ Academic semester	Total periods/ Academic semester	Number of ECTS
A' SEMESTER								
1.	R	Introduction to Hospitality Management	HOSP-100	3	50'	13	39	6
2.	R	Accounting I	ACCT-110	3	50'	13	39	6
3.	R	Food Science	HOSP-105	3	50'	13	39	6
4.	R	Basic Writing	ENGL-100	3	50'	13	39	6
5.	R	Russian Language and Culture I	RUSS-101	3	50'	13	39	6
B' SEMESTER								
6.	R	Food and Beverage Management	HOSP-110	3	50'	13	39	6
7.	R	Accounting II	ACCT-111	3	50'	13	39	6
8.	R	Russian Language and Culture II	RUSS-102	3	50'	13	39	6
9.	R	English Composition	ENGL-101	3	50'	13	39	6
10.	R	Bar Management	HOSP-210	3	50'	13	39	6
C' SEMESTER								
11.	R	Food Production and Service Operations	HOSP-111	3	50'	13	39	6
12.	R	Managing Front-Office Operations	HOSP-245	3	50'	13	39	6

13.	R	Business Software Applications	MIS- 151	3	50'	13	39	6
14.	R	Business Communication	BADM -231	3	50'	13	39	6
15.	E	Intermediate Algebra	MATH -105	3	50'	13	39	6
D' SEMESTER								
16.	R	Housekeeping & Facilities Management	HOSP-235	3	50'	13	39	6
17.	R	Restaurant Operations Management	HOSP-211	5	50'	13	39	6
18.	R	Internship I	THOM-201	3	50'	13	39	6
19.	R	Principles of Microeconomics	ECON- 261	3	50'	13	39	6
20.	E	Statistics I	MATH-221	3	50'	13	39	6
E' SEMESTER								
21.	R	Leisure and Recreation	TOUR-240	3	50'	13	39	6
22.	R	Hospitality IT with Digital Marketing	HOSP-310	3	50'	13	39	6
23.	R	Casino Management	THOM -375	3	50'	13	39	6
24.	R	Food and Beverage Cost Controls	HOSP -320	3	50'	13	39	6
25.	E	Principles of Sociology	SOC-101	3	50'	13	39	6
F' SEMESTER								
26.	R	Food Service Layout & Design	HOSP- 350	3	50'	13	39	6
27.	R	Nutrition for optimal Health and Exercise	THOM -361	3	50'	13	39	6

28.	E	Ethics	PHIL-120	3	50'	13	39	6
29.	E	Internship II	THOM-301	3	50'	13	39	6
30.	R	Conferences & Exhibitions	THOM -300	3	50'	13	39	6
G' SEMESTER								
31.	R	Food & Beverage Cost Controls	HOSP-320	3	50'	13	39	6
32.	R	Research Methods in Business	BADM-431	3	50'	13	39	6
33.	R	Security and Crisis Management	THOM-401	3	50'	13	39	6
34.	R	Human Recourse Management	MGT-482	3	50'	13	39	6
35.	E	Tourism & Hospitality Law	THOM-420	3	50'	13	39	6
H' SEMESTER								
36.	E	Senior Year Seminar	THOM-475	3	50'	13	39	6
37.	R	Strategic Management	THOM-450	3	50'	13	39	6
38.	E	Hospitality Business Simulation	HOSP- 495	3	50'	13	39	6
39.	R	Service Quality Management	THOM-410	3	50'	13	39	6
40.	E	Intercultural Communication	THOM-490	3	50'	13	39	6