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Total Quality Management in Luxury Hotels: An Application of European Foundation Quality Management Model in Luxury Hotels in Paphos Cyprus

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of European Foundation Quality Management Model in
Luxury Hotels in Paphos Cyprus**

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This thesis dissertation was submitted in the Neapolis University Pafos Cyprus as part of the fulfilment of the requirements for the Master in Business Administration.

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Dissertation

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ABSTRACT

The purpose of this research was to analyse and compare the total quality management system by the framework of European Foundational Quality Management (EFQM) excellence model of five luxury hotels in Paphos. Main objectives was to observe the experience of these five hotel managers about the quality systems and how important and challenge are each criterion and subcriteria for them. The research was done with qualitative research and with interview questionnaires which was structured by three (3) main questions – summary of the luxury hotels profile, their experience about each criterion and subcriteria and also a rating from one until five about importance and challenge for each one. Leadership and People criteria emerged as the most important and significant for the five hotel general managers. Also, the most important subcriteria that was found were the definition and boost change in the organisation, the policy and strategy based on the current and future needs and expectations of the groups of interest, the planning, management and improvement of Human resources, the management of buildings, equipment and materials and the design and development of the products and services based on the needs and expectations of the customers. This paper is an investigative study. The research was done only in five hotels in Paphos with interview questionnaires. Finally as a result the interviews were done with successful. The research was an original writing which had guidelines previous researches and many support material.

Keywords: European Foundational Quality Management model (EFQM), Total Quality Management (TQM), Human Resource (HR)