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

Constantinidou, Christina C.

Master of Business Administration, School of Business, Neapolis University Pafos

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

By

Christina C. Constandinou

Master in Business Administration

Neapolis University Paphos

Cyprus

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

*Advisor*

Professor Kakouris Andreas

*Program Director*

*Professor John Politis*

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## TABLE OF CONTENTS

Acknowledgments.....	IV
Abstract.....	VII
1. Introduction.....	1
2. Literature review .....	2
2.1 The term of Total Quality Management.....	2
2.1.1 Development of the principles of total quality management.....	2
2.1.2 Failures and obstacles of adopting total quality management.....	3
2.2 Critical Success Factors In total quality management.....	3
2.2.1 Critical success factors in USA, India and Hong Kong.....	4
2.3 Total Quality Management in Hotels Industry.....	5
2.5 The European Foundation for Quality Management model: history and main analysis.....	6
2.5 European Foundational Quality Management model in hospitality industry.....	10
3. Methodology.....	11
3.1 Introduction.....	11
3.2 Purpose, objectives and research questions of research.....	11
3.2.1 Justification of choosing methodology.....	11
3.3 Research Methods.....	12
3.3.1 Research Tools.....	12
3.3.3 Data Analysis.....	13

3.3.3 Limitation of Research.....	13
4. Findings / results and Discussion of Findings.....	14
4.1 Findings from interview questionnaires.....	14
4.2 Comparative analysis of criteria and subcriteria.....	24
4.2.1 Analysis of the importance and challenge for criteria in EFQM model.....	24
4.2.2 Analysis of importance and challenge of sub-criteria in EFQM model.....	25
5. Conclusions and Recommendations.....	31
References.....	33
Appendices.....	35

## **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)