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“The Cyprus Research Facts”

The Research Journal of CDA College

From the Editor

Call for Papers

We invite you to publish your paper in Summer 2017 Journal publication of CDA College, *The Cyprus Research Facts (TCRF)*.

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All submissions should comply with the guidelines identified in the "Notes for Contributors" attached to this Call for Papers.

If you are interested in publishing in The Cyprus Research Facts but the full text is not ready for submission, please send by the 31st December, an abstract of your article to the Editor's office. The deadline for receiving manuscripts is the 31st May. Papers are acknowledged upon receipt.

Applications from interested academics to serve in the Editorial Board as well as reviewers are also welcomed.

Pantelis Ioannou, *Editor*
The Cyprus Research Facts

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The Cyprus Research Facts is a refereed publication with an international character and a broad perspective. The journal covers a wide spectrum of areas of interest, including among others, Business, Marketing, Humanities and Social Sciences, Pure and Applied Sciences, Economics, Tourism and Management. It publishes empirical, theoretical and methodological articles. Survey research, commentaries and book reviews are also of interest. Papers submitted to *the CRF* should not be under concurrent consideration at another journal.

Manuscripts should begin with a cover page indicating the title (Times new Roman, size 14) of the paper and the full address (i.e., author's name, affiliation, address, telephone number, fax number, and email address) for each author (in Times New Roman, size 11). The second page should repeat the title and contain an abstract (in Times New Roman, size 11, in italics) of no more than 100 words. Keywords (in Times New Roman, italics, size 10) should appear below the abstract, highlighting the main topics of the paper. The text (in Times new Roman, size 11, one space and the special about the paragraphs should be first line by 0.6 cm) should begin on page 3 and as far as possible should not exceed 7,000 words. Paragraphs should be numbered, be in capital letters and in the middle of the page. Sub-paragraphs should be numbered, be in small letters, in italics and in the far left side. Affiliations and acknowledgements should appear as a footnote (in Times New Roman, size 10) at the bottom of the first page and should be preceded by an asterisk. Where possible, affiliations should include the author's department and institution. Footnotes should be labeled NOTES (be numbered) and should appear at the end of the main text. Bibliographies should be labeled REFERENCES and should be listed alphabetically at the end of the main text without numbering them. Authors should adopt the following style:

Ioannou, P. (2010). The Essential Principles of Achieving Competitive Advantage in the Airline Industry. *The Cyprus Research Journal*, pp.1-23.

Tables and Figures should be numbered, titled and the source should be mentioned below them. Appendices should appear after the NOTES but before the REFERENCES. Photographs in the text are preferable to be in black and white. The typeface for notes, appendices and references should be in Times New Roman, size 11 and the content of notes, appendices and references should be in Times New Roman,

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**Η ΚΥΠΡΟΣ ΩΣ ΣΗΜΑΝΤΙΚΟΣ ΓΕΩΠΟΛΙΤΙΚΟΣ ΚΑΙ
ΠΡΟΣΚΥΝΗΜΑΤΙΚΟΣ ΧΩΡΟΣ ΔΙΑ ΜΕΣΟΥ ΤΩΝ ΑΙΩΝΩΝ**

«Η ΠΕΡΙΠΤΩΣΗ ΤΗΣ ΙΕΡΑΣ ΜΟΝΗΣ ΜΑΧΑΙΡΑ»

ΔΡ ΝΙΚΟΣ ΡΟΔΟΣΘΕΝΟΥΣ *

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Ο τουρισμός σήμερα, θεωρείται ως μια από τις μεγαλύτερες βιομηχανίες στον κόσμο. Σύμφωνα με το Γ.Γ. του Παγκόσμιου Οργανισμού Τουρισμού (Π.Ο.Τ), το 2015 ήταν μια εξαιρετική χρονιά για τον διεθνή τουρισμό, ο οποίος, παρόλες τις μεταβαλλόμενες συνθήκες της αγοράς, παρουσιάζει μιαν αξιοσημείωτη άνοδο της τάξης του 3,6% με συνολικό αριθμό 1,184 δισ. ταξιδιώτες. Η τουριστική βιομηχανία συμβάλλει στην ανάπτυξη και τη δημιουργία νέων θέσεων εργασίας σε όλο τον κόσμο, παρά τις μακροχρόνιες οικονομικές και γεωπολιτικές προκλήσεις. Κατά το 2016, ο Π.Ο.Τ. προβλέπει, επίσης, ότι οι διεθνείς αφίξεις θα αυξηθούν ακόμη περισσότερο κατά 4% έως 4,5%, ξεπερνώντας τη μακροπρόθεσμη πρόγνωση του 3,8% ετησίως, για την περίοδο 2010 και 2020. Ο Θρησκευτικός και Προσκυνηματικός Τουρισμός αποτελεί σήμερα ποσοστό της τάξης του 10-15% των συνολικών αφίξεων σε παγκόσμια βάση¹.

Η Κύπρος συγκαταλέγεται στους πιο δημοφιλείς τουριστικούς προορισμούς της Μεσογείου, αλλά και παγκοσμίως, λαμβανομένων υπόψη των πληθυσμιακών μεγεθών. Ο τουρισμός αποτελεί για την οικονομία της χώρας μας έναν από τους πιο δυναμικούς παραγωγικούς τομείς, με σημαντική επίδραση στη διαμόρφωση της κοινωνικής και οικονομικής δομής των τουριστικών περιοχών της. Ειδικότερα, μετά τη δεκαετία του '60, οι τουριστικές αφίξεις εμφάνισαν μιαν ταχεία και σταθερή αύξηση, φθάνοντας σήμερα στα 2,405 εκ. τουρίστες τον χρόνο. Η εξέλιξη αυτή είχε ως αποτέλεσμα να καταστεί η τουριστική βιομηχανία ένας από τους σημαντικότερους πυλώνες της κυπριακής οικονομίας με συνολικά έσοδα που υπερβαίνουν τα 2,084 δισεκατομμύρια € ετησίως, καλύπτοντας ποσοστό πέραν του 10% του Α.Ε.Π. και με 40.000 εργαζόμενους να απασχολούνται στον τομέα του τουρισμού².

Εξάλλου, η σημαντική γεωπολιτική και στρατηγική θέση της Κύπρου, αφού βρίσκεται στο σταυροδρόμι τριών ηπείρων, καθιστά το νησί διά μέσου των αιώνων έναν μοναδικό προορισμό. Υπήρξε η πρώτη ευρωπαϊκή χώρα που δέχθηκε τον Χριστιανισμό, κατά την επίσκεψη των Αποστόλων Παύλου,

¹ Δεδομένα από τον Παγκόσμιο Οργανισμό Τουρισμού (Π.Ο.Τ.) <http://www.unwto.org>. 6/5/2016.

² Βλ. Νίκος Ροδοσθένους, *Θρησκευτικός και Προσκυνηματικός Τουρισμός στην Κύπρο. Ποιμαντική προσέγγιση*, διδακτορική διατριβή, Θεσσαλονίκη 2012 (υπό έκδοση).

Βαρνάβα και Μάρκου το 45 μ.Χ.³. Το νησί ανέκαθεν υπήρξε προσκυνηματικός χώρος από την εποχή της πολυθεϊστικής ειδωλολατρίας, πριν τη διάδοση του Χριστιανισμού, όπου και παρουσιάστηκαν και οι πρώτες ιεραποδημίες και προσκυνηματικά ταξίδια. Αυτό μαρτυρείται από την παρουσία του ιερού ναού της Αφροδίτης στην Πάφο⁴, το ιερό του Δία στον χώρο, όπου βρίσκεται σήμερα η Ιερά Μονή Σταυροβουνίου, το ιερό του Απόλλωνος στη Λεμεσό, καθώς και από την ύπαρξη των αρχαίων θεάτρων της Πάφου, του Κουρίου και των τουρκοκρατούμενων θεάτρων των Σόλων και της Σαλαμίνας. Πάμπολλες θρησκευτικές τελετές και πανηγύρεις λάμβαναν χώρα προς τιμή των θεών που λατρεύονταν την τότε εποχή, δίνοντας, έτσι, την ευκαιρία τόσο στους αρχαίους Κύπριους και Έλληνες, αλλά ακόμη και σε κατοίκους των γειτονικών χωρών να ταξιδεύουν, να μαζεύονται και να γιορτάζουν όλοι μαζί.

Ιδιαίτερη ανάπτυξη του Θρησκευτικού και Προσκυνηματικού Τουρισμού στο νησί παρατηρήθηκε από τον 4^ο αιώνα μ.Χ. και συνεχίζεται μέχρι σήμερα. Αυτό οφείλεται κυρίως στην κάθοδο της Αγίας Ελένης στο νησί, καθώς και στο πλήθος Αγίων που είχαν παρουσιαστεί στη μεγαλόνησο. Μεγάλη είναι και η συμβολή των πολυάριθμων ιερών προσκυνημάτων, ιερών ναών, μοναστηριών και άλλων θρησκευτικών χώρων, που το καθιέρωσαν ως ενδιάμεσο προσκυνηματικό σταθμό για τους ευλαβείς περιηγητές και προσκυνητές, οι οποίοι ταξίδευαν από και προς τους Αγίους Τόπους της Παλαιστίνης, καταγράφοντας αργότερα τις εντυπώσεις τους μέσα στα λεγόμενα Οδοιπορικά τους.

Σημαντικές πληροφορίες για τη ζωή του νησιού και των κατοίκων του αντλούμε και από ξένους περιηγητές, που επισκέφθηκαν τον τόπο μας και κατέγραψαν τις εντυπώσεις τους. Η περιηγητική φιλολογία αποτελεί ένα ευρέως διαδεδομένο και δημοφιλές λογοτεχνικό είδος μέχρι και σήμερα κυρίως στη Δύση και θεωρείται, δίκαια, ανεξάντλητη πηγή στοιχείων των περιγραφόμενων περιοχών. Αποτέλεσμα των ταξιδιών, κυρίως Ευρωπαίων περιηγητών στον ελληνικό κόσμο και

³ Βλ. Χρίστος Θ. Κρικιώνης, «Η οικομνηστικότητα του Αποστόλου Παύλου πάντοτε επίκαιρη», *Εκκλησία, Επίσημον Δελτίον της Εκκλησίας της Ελλάδος*, Ιούνιος 2007, αρ. 6, σ. 483, Βλ. *Πράξ.* κεφ. 11, 12, 13, 15. Χρήστος Οικονόμου, *Οι απαρχές του Χριστιανισμού στην Κύπρο*, έκδ. Ι. Μητροπόλεως Πάφου, Πάφος 1996, σ. 53: «Οι απαρχές του Χριστιανισμού στην Κύπρο είναι μεγάλης σπουδαιότητας γεγονός. Εκτός του ότι αποτελεί σταθμό στην εξέλιξη της ιστορίας της Εκκλησίας και γενικότερα του πολιτισμού του νησιού, παράλληλα επηρέασε σημαντικά και την πορεία των γεγονότων της αρχέγονης Εκκλησίας. Γι' αυτό και η διήγηση *Πράξ. 13, 1 – 12* έχει ιδιαίτερη σημασία για την ιστορική και θεολογική μαρτυρία των *Πράξεων*. Αναφέρεται στην πρώτη αποστολική περιοδεία του Παύλου και Βαρνάβα στην Κύπρο, η οποία είναι η πρώτη οργανωμένη και προγραμματισμένη ιεραποστολή της Εκκλησίας στον εθνικό κόσμο».

⁴ Βλ. Ιερώνυμος Κ. Περιστιάνης, *Γενική Ιστορία της Νήσου Κύπρου. Από των αρχαιοτάτων χρόνων μέχρι της Αγγλικής κατοχής*, 1910, σ. 319, όπου η αναφορά στον 10^ο Ομηρικό Ύμνο προς την Αφροδίτη:

*«Κυπρογενή Κυθήρειαν άεισομαι ή τε βροτείσι
μείλιγα δώρα δίδωσιν, έφ' ήμερτώ δέ προσώπω
άει μειδιάει και έφ' ήμερτόν φέρει άνθος»*

γενικότερα στις χώρες της Χριστιανικής Ανατολής, είναι η ύπαρξη σήμερα πληθώρας γνωστών σχετικών οδοιπορικών και χρονικών⁵.

Δείγμα επίσης της στενής σχέσης της Κύπρου με το Βυζάντιο, αλλά και της φροντίδας των βυζαντινών βασιλέων της ακριτικής αυτής περιοχής της αυτοκρατορίας, αποτελούν οι ιερές μονές Κύκκου, Μαχαιρά και Αγίου Νεοφύτου που ονομάζονται Βασιλικές και Σταυροπηγιακές ως αυτοκρατορικά κτίσματα⁶. Η βυζαντινή, επίσης, κληρονομιά βρίσκεται αποτυπωμένη στις τοιχογραφίες, στα ψηφιδωτά και στις βυζαντινές εικόνες των εκκλησιών, που επίσης είναι κτισμένες με την αρχαία βυζαντινή αρχιτεκτονική. Πολλές από τις βυζαντινές εικόνες και τα εκκλησιαστικά σκεύη βρίσκονται φυλαγμένα στα βυζαντινά και εκκλησιαστικά μουσεία του νησιού, ελεύθερα, για να τα θαυμάζει το ευρύ κοινό και να έρχεται σε επαφή με τη βυζαντινή τέχνη. Η παρουσία εκκλησιαστικών μουσείων σε πολλές εκκλησίες και μοναστήρια της Κύπρου αναδεικνύει τον ισχυρό δεσμό της τέχνης με τη θρησκευτική λατρεία και τον σημαντικό ρόλο της Εκκλησίας στην κυπριακή ιστορία.

Στη σύντομη αυτή εισήγηση δεν θα ήταν δυνατόν να παρουσιαστούν όλοι οι ξένοι περιηγητές και προσκυνητές που επισκέφθηκαν την Κύπρο και κατέθεσαν σημαντικά στοιχεία για τα προσκυνήματα του νησιού, γι' αυτό θα περιοριστούμε μόνο στην περίπτωση της Ιεράς Μονής Μαχαιρά, η οποία αποτελεί έναν από τους πιο σημαντικούς ιερούς και προσκυνηματικούς χώρους της Μεγαλονήσου. Σε μια περίοδο ιδιαίτερα τραγική, όπως ήταν η περίοδος των αραβικών επιδρομών (Σαρακηνών), για 300 τόσα χρόνια (από τα μέσα περίπου του 7ου αιώνα μέχρι τα μέσα του 10ου), η Κύπρος υπέφερε και ερημώθηκε πραγματικά από τις επιδρομές των Αράβων - Σαρακηνών. Στα χρόνια που ακολούθησαν την περίοδο αυτή, χιλιάδες μοναχοί που ζούσαν στην Αίγυπτο και την Παλαιστίνη, στην προσπάθειά τους να βρουν κατάλληλο μέρος για ησυχία και προσευχή, διάλεξαν την Κύπρο. Οι σπηλιές στα ακατοίκητα τότε μέρη της Κύπρου γέμισαν από ερημίτες και αγωνιστές της αρετής, πολλοί μάλιστα από αυτούς έγιναν άγιοι. Γι' αυτό δόθηκε και το προσωνύμιο στη νήσο μας, ως Αγία Νήσος ή Νήσος των Αγίων.

Τέσσερις από τους Αγίους, που επισκέφθηκαν την Κύπρο, έγιναν αφορμή να κτιστεί το μοναστήρι του Μαχαιρά, το οποίο αποτελεί μιαν ισχυρή απόδειξη για του λόγου το αληθές. Ακόμη και η πορεία τους προς αναζήτηση του ασκητηρίου τους, αποδεικνύει το κατάσπαρτο της Κύπρου από ιερούς χώρους, αλλά και τη δυνατότητα πρόσβασης, δύσκολη μεν για τα δεδομένα της εποχής, αλλά κατορθωτή, όταν υπήρχε ο ένθεος ζήλος. Τα πρόσωπα αυτά είναι οι Νεόφυτος, Ιγνάτιος, Προκόπιος και

⁵ Βλ. J. P. A. Van Der Vin, *Travellers to Greece and Constantinople. Ancient Monuments and Old Traditions in Medieval Travellers Tales*, Vol. I, Istanbul, 1980. Δ. Π. Πασχάλης, «Περιηγηταί ἐν Ἑλλάδι ἀπὸ τὸν ΙΒ΄ ὡς τὸν Κ΄ αἰῶνος», *Ἐπετηρὶς Ἑταιρείας Κυκλαδικῶν Μελετῶν* 4 (1964), σσ. 231 – 321.

⁶ Βλ. *Εκκλησία Κύπρου 2000 χρόνια Χριστιανισμού*, Πρακτικά Επιστημονικού Συνεδρίου, Λευκωσία, 9-11 Ιουνίου 2000 (Κέντρο Μελετῶν Ιεράς Μονῆς Κύκκου, Αρχάγγελος), σ.36.

Νείλος. Στην αρχή ήρθαν οι πρώτοι δύο από αυτούς (1145). Γράφει ο Όσιος Νείλος: «*Εἰς τὰς ἐρήμους τῆς Παλαιστίνης, κοντὰ εἰς τὸν Ἰορδάνην ποταμὸν, ἐζῶσεν ζωὴν ἀσκητικὴν, ἐκτὸς τῶν ἄλλων θεοσεβῶν, καὶ κάποιος πὺν ὠνομάζετο Νεόφυτος [...]. Ὅταν ἄφησε τὸν τόπον ἐκεῖνον, διὰ τὰ ἀποφύγη τὴν ἐπιδρομὴν τῶν ἀθέων Ἀράβων, ἦρθεν εἰς τὴν Κύπρον μαζὶ μὲ τὸν μαθητὴν του Ἰγνάτιον*»⁷. Το πλοίο τούς αποβίβασε στο λιμάνι της Κερύνειας, και απ' εκεί οι δύο ασκητές ύστερα από περπάτημα, έφθασαν στο μοναστήρι του Αγίου Χρυσοστόμου του Κουτσοβέντη, που βρισκόταν στους πρόποδες του Πενταδακτύλου. Ο πόθος τους, όμως, να ζήσουν σε δικό τους ασκητήριο, ερημικό και ήσυχο, πραγματοποιείται αφού τα διαβήματά τους κατεύθυνε πλέον ένα παράξενο φως. Πέρασαν έξω από τη Λευκωσία, στάθμευσαν για λίγο στις Ιερές Μονές Αγίου Ηρακλειδίου και Αγίου Μνάσωνος και βαδίζοντας στη συνέχεια έφτασαν στον τόπο που τους αποκάλυψε η Παναγία. Βάτιο αδιαπέραστοι το σκέπαζαν και μέσα σ' αυτούς βρισκόταν το φως που έβλεπαν να φωτίζει όλο εκείνο το μέρος. Μια φωνή ακούστηκε και τους προέτρεψε να χρησιμοποιήσουν ένα μαχαίρι, που αργότερα ονομάτισε και την ιερή εικόνα της Παναγίας που βρήκαν στο σπήλαιο. Δίπλα στην Ιερή Σπηλιά έφτιαξαν μια καλύβη κι άρχισαν την άσκηση τους.

Η παράδοση γύρω από την ίδια την αγία εικόνα, αποδεικνύει και πάλι τη σπουδαιότητα της Κύπρου ως σημαντικού προορισμού και καταφυγής των πιστών, αλλά και ως σημαντικού τόπου διαφύλαξης των αγίων εικόνων. Σύμφωνα, λοιπόν, με την παράδοση η εικόνα αυτή, μια από τις εβδομήντα, που ζωγράφησε ο απόστολος Λουκάς, φυλασσόταν στην εκκλησία της Παναγίας των Βλαχερνών με την επιγραφή Αγιοσορίτισσα. Εικόνα, δηλαδή, που βρισκόταν επάνω από την αγία σορό, την εσθήτα της Θεοτόκου που φυλασσόταν στον ναό των Βλαχερνών.

Κατά την περίοδο της εικονομαχίας (730-843), κάποιος ευσεβής, άγνωστος μέχρι σήμερα, μοναχός, για να διαφυλάξει την αγία Εικόνα, με κίνδυνο της ζωής του μέσω της Μικράς Ασίας, τη μετέφερε στην Κύπρο. Προχωρώντας από τόπο σε τόπο, έφθασε στα βουνά του Μαχαιρά, βρήκε τη σπηλιά κι εκεί τοποθέτησε τον θησαυρό, την αγία Εικόνα. Στο μέρος αυτό έζησε κι ο ίδιος ως ερημίτης μέχρι τον θάνατό του.

Ο σύντομος, όμως, θάνατος του Νεοφύτου το 1155 εμπόδισε προσωρινά την πραγμάτωση των οραματισμών των αγίων Πατέρων να δημιουργήσουν μια μικρή εκκλησία για την εικόνα της Υπεραγίας Θεοτόκου. Ο Ιγνάτιος για ένα διάστημα έμεινε μόνος, μέχρι που επισκέφθηκε τη μονή ο γέροντας Προκόπιος. Οι δύο εκλεκτοί ερημίτες πολύ σύντομα τράβηξαν κοντά τους μερικές ακόμη θεοφιλείς και θεόφρονες ψυχές. Οι ανυπέρβλητες όμως δυσκολίες της ασκητικής ζωής που συναντούσαν καθημερινά τούς ανάγκασε να ζητήσουν το 1160 βοήθεια από τον τότε Αυτοκράτορα του Βυζαντίου, Μανουήλ τον

⁷ Βλ. Ιωάννου Τσικνόπουλλου, *Η Ιερά Μονή της Υπεραγίας Θεοτόκου του Μαχαιρά*, Λευκωσία 1968, σ. 16.

Κοιμητό. Έτσι κτίστηκε η εκκλησία και ενισχύθηκε οικονομικά η Μονή και ονομάστηκε Βασιλική και Σταυροπηγιακή.

Μετά τον θάνατο του γέροντα Προκόπιου, η Παναγία οδήγησε το 1172 τα βήματα ενός άλλου ασκητή στον ιερό αυτό χώρο, ακολουθώντας ένα οδοιπορικό που ήταν πολύ γνωστό την εποχή εκείνη. Ο ασκητής που ήρθε, επίσης, από την Παλαιστίνη ήταν ο ζηλωτής και φλογερός Νείλος. Να πώς μας διηγείται ο ίδιος την επιθυμία του για άσκηση και τη διαδρομή που ακολούθησε μέχρι να βρει αυτό που θα τον ανάπαυε: *«Με κατέλαβε θερμότητά επιθυμία να ἴδω τοὺς Ἁγίους Τόπους καὶ νὰ προσκυνήσω καὶ νὰ ζήσω μὲ ὑποταγὴν εἰς τοὺς ἐκεῖ πατέρας σὲ ὅλη μου τὴν ζωὴν. Δὲν ἔμεινα ὅμως εἰς αὐτούς. Διέπλευσα τὴν θάλασσαν καὶ ἦλθα εἰς τὴν Κύπρον, συνήνητσα δὲ χωρὶς ἀναβολὴν ἄνδρας φιλαρέτους, οἱ ὅποιοι ἐγκωμιάζαν τὸ ἀθόρυβον τῆς Μεγαλονήσου καὶ ἐβεβαίωναν ὅτι ὁ ἐρημότερος τόπος εἶναι καὶ ὁ πῶς κατάλληλος δι' ὅσους ἐπιθυμοῦν νὰ ἀσκητεύουν. Δέχθηκα τὰ λόγια τοὺς καὶ τοὺς θερμοπαρακάλεσα νὰ μοῦ ὑποδείξουν ἕναν τέτοιο τόπο γιὰ ἄσκηση. Στὴν παράκλησή μου, μοῦ ὑπέδειξαν τὸν τόπον, ὅπου ἦταν κτισμένη ἡ νέα μονὴ τῆς Ὑπεραγίας Θεοτόκου καὶ τὸν ἐκεῖ ὑπεύθυνον τὸν γέροντα Ἰγνάτιο. Χωρὶς νὰ χάσω καιρὸν κατευθύνθηκα στὸ μέρος ἐκεῖνο»*⁸.

Ο ὀσιος Νείλος υπήρξε για την Ιερά Μονή της Παναγίας του Μαχαιρά, ο φωτεινός οδηγός και καθοδηγητής της Αδελφότητας, αφού το 1201 συνέγραφε την «Τυπική Διάταξη», η οποία σώζεται μέχρι σήμερα στο Σκευοφυλάκιο της Μονής και αποτελεί ένα από τα σπουδαιότερα Κυπρολογικά έργα της εποχής εκείνης, είναι δε ο σπουδαιότερος θησαυρός της Μονής μετά την εφέστιο και θαυματουργό Εικόνα της Παναγίας της Μαχαιριώτισσας. Η προσφορά του ακάματου και πνευματοφόρου αυτού πατέρα ως ηγουμένου της Βασιλικής και Σταυροπηγιακής Μονής του Μαχαιρά, όχι μόνο κατά την περίοδο της ηγουμενίας του, αλλά και όταν η Εκκλησία τον εκάλεσε στον επισκοπικό Θρόνο της Ταμασού, το 1209, υπήρξε αφάνταστα μεγάλη⁹.

Το 1228, έφθασαν στην Κύπρο, δύο ευσεβείς ασκητές, ο Ιωάννης και Κόνων από το μοναστήρι του Καλού Όρους, που βρίσκεται στην Παμφυλία της Μικράς Ασίας, έτοιμοι να θυσιάσουν τους εαυτούς τους μέχρι αίματος για την αληθινή ορθόδοξη πίστη, προβάλλοντας έτσι ένα λαμπρό παράδειγμα για τους Κυπρίους που περνούσαν δύσκολα χρόνια. Οι δύο μοναχοί στη συνέχεια ανέβηκαν στο ησυχαστήριο της Μονής Μαχαιρά, όπου και συνέχισαν τον πνευματικό τους αγώνα, έχοντας μαζί τους και τον μαθητή μοναχό Ματθαίο, τέκνο της υπακοής. Μετά από αρκετό καιρό και με ευλογία του Καθηγουμένου της Μονής Ιωακείμ μετέβησαν στην Ιερά Μονή της Παναγίας της Κανταριώτισσας, προκειμένου να επανδρώσουν ένα άλλο προπύργιο αντιστάσεως της Ορθόδοξης Εκκλησίας κατά των Λατίνων. Στις 19 Μαΐου του 1231 οι δυο αυτοί μοναχοί μαζί με 11 άλλους μοναχούς της Παναγίας της

⁸ Βλ. Ιωάννου Τσικνόπουλλου, ὀ.π., σ. 26.

⁹ Βλ. *Ιερά και Σταυροπηγιακή Μονή μαχαιρά. Ένα πανίερο σέβασμα και προσκίνημα*, έκ. Ιεράς Μονής Μαχαιρά, 2001, σ. 37.

Κανταριώτισσας υπέστησαν μαρτυρικό θάνατο στην κοίτη του Πεδίου ποταμού και στη συνέχεια τους έκαυσαν κοντά στη σημερινή Εκκλησία των Αγίων Ομολογητών στη Λευκωσία¹⁰.

Η «Τυπική Διάταξη» του Οσίου Νείλου στάθηκε, επίσης, καθοριστικής σημασίας και για τους συνεχιστές του έργου της Μονής. Μια τέτοια ρητή εντολή αφορούσε στο άβατο της Μονής από γυναίκες¹¹. Όταν η ρήγαινα Αλίκη, σύζυγος του Φράγκου βασιλιά της Κύπρου Ούγου Δ' (1324 – 1359) με θράσος και έπαρση ζήτησε να παραβιάσει το άβατο της Μονής, από περιέργεια και πείσμα, εμποδίστηκε από την ίδια την Παναγία. Όπως χαρακτηριστικά αναφέρει ο χρονογράφος Λεόντιος Μαχαιράς «και όσον εμπήκεν επιγάσθην η γλώσσα της απέ την Μαχαιριώτισσαν και ήτον πριασμένη χρόνους τρεις»¹².

Το 1382 ο βασιλιάς των Ιεροσολύμων και Κύπρου Ιάκωβος επισκέφθηκε με μεγάλη συνοδεία τη Μονή Μαχαιρά και παρέμειναν εκεί τριανταεννέα μέρες «δι' ανάπαυσιν και αναμνηχήν», μετά την πολυτάραχη πρώτη περίοδο της βασιλείας τους. Μετά από έντεκα χρόνια, το 1393, επιχειρεί δεύτερη επίσκεψη στη Μονή. «Κατέφυγεν εις το υγιεινόν της Μαχαιράδος περιβάλλον, διά να αποφύγει το 'μέγα θανατικόν' που είχε ενσκήψει εις την Νήσον». Ο Λεόντιος Μαχαιράς καταγράφει όσα σχετικά με τον λοιμό, τη λιτανεία της Αγίας Εικόνας για εξάλειψη της αρρώστιας και την παραμονή του βασιλιά στη Μονή. Ο αείμνηστος επίσης καθ. Σίμος Μενάρδος αναφέρει: «αί λιτανεΐαι έκειναι τών Φράγκων άρχόντων τής νήσου, εύλαβώς άκολουθούντων όπισθεν τών Ίερέων από κόμης εις κόμην όπως σταματήση ό λοιμός, αλλά και αί φράγκισσαι κυράδες και ή ρήγαινα, αί πατουσαι γυμνοδς τούς πόδας επί τών Κυπριακών βουνών και μετανοούσαι και κλαΐουσαι ένώπιον τών Σταυρών και τών Εικόνων, είχαν επίσης βαρείαν την συνείδησιν έν πολλαΐς άμαρτίαις»¹³.

Όλα τα πιο πάνω αποδεικνύουν την πολύ σημαντική πνευματική δράση του προσκυνηματικού αυτού ιερού χώρου. Όμως, οι πιο αξιόλογες αναφορές για το μοναστήρι αυτό αναφέρονται από τον Ρώσο Μοναχό και Περιηγητή Βασίλειο Γρηγόροβιτς Μπάρσκυ τον 18^ο αιώνα. Η προσκυνηματική περιήγηση του Μπάρσκυ, θα μπορούσε να αποτελέσει την πεμπτουσία της πνευματικής ωφέλειας και της ποιμαντικής πτυχής των προσκυνηματικών ιεραποδημιών και περιηγήσεων ανά τους αιώνες. Δίνει, επίσης, πολύ σημαντικές πληροφορίες για το φυσικό περιβάλλον, τις κλιματολογικές συνθήκες, τις

¹⁰ Βλ. *Ιερά και Σταυροπηγιακή Μονή μαχαιρά. Ένα πανίερο σέβασμα και προσκύνημα* ό.π., σ. 67.

¹¹ Βλ. *Ιερά και Σταυροπηγιακή Μονή μαχαιρά. Ένα πανίερο σέβασμα και προσκύνημα*, ό.π., σ. 44, όπου η αναφορά στο ιερό έργο της *Τυπικής Διάταξης*: «Γ' υναιζι δέ άβατος έσται παντάτασιν ή Μονή και ούδέ προσκυνήσεως χάριν εισιτητέα όλως αύταις εις τόν αΐωνα τόν άπαντα».

¹² Βλ. Λεόντιος Μαχαιράς, *Έξήγησις τής γλυκειάς χώρας Κύπρου, ή όποία λέγεται Κρόνακα τουτέστιν Χρονικόν*.

¹³ Βλ. Ιωάννου Τσικνόπουλλου, *Η Ιερά Μονή της Υπεραγίας Θεοτόκου του Μαχαιρά*, σ. 73.

γεωγραφικές περιοχές, τη γλωρίδα και πανίδα, καθώς και την κατάσταση των ιερών τόπων και προσκυνημάτων την εποχή εκείνη¹⁴.

Επικεντρωνόμαστε στα όσα αναφέρει για τη Μονή Μαχαιρά και τις εντυπώσεις του από την προσκυνηματική του επίσκεψη στη Μονή στις 15 Αυγούστου του 1735, επί ηγουμενίας Παρθενίου. Περιγράφει: «Κατεβαίνοντας στους πρόποδες τοῦ βουνοῦ, ὅπου πέρασα τὴ νύχτα, βρῆκα τὸ μοναστήρι τῆς Παναγίας τοῦ Μαχαιρᾶ, ἀφοῦ τὸ εἶχα ἐντοπίσει ἀπὸ ψηλά [...]. Τώρα ἔφθασα δύο μέρες πρὶν ἀπὸ τὴ γιορτῆ (15 Αὐγούστου γινόταν πανύγηρις) καὶ βρῆκα ἐκεῖ μερικοὺς προσκυνητές, ποὺ εἶχαν ἤδη ἀρχίσει νὰ συγκεντρώνονται. Ὁ ἡγούμενος Παρθένιος καὶ οἱ ἀδελφοὶ μὲ ὑποδέχθησαν μὲ τιμὴ καὶ διάφορες φιλοφρονήσεις». Καταθέτει ἀκόμη: «Ἐκεῖ μέσα στὴν ἐκκλησία, ποὺ εὐρίσκεται εἰς τὸ μέσον τοῦ μοναστηριοῦ ὑπάρχει μία θαυματουργὸς εἰκόνα τῆς ἀγίας Παρθένου, ὠραία καλυμμένη μὲ ἀσήμι καὶ χρυσάφι, μικρὴ, περίπου ἐνὸς πήχεως σὲ μῆκος καὶ πλάτος. Παριστάνει τὴν ἀγίαν Παρθένον μόνη, χωρὶς τὸ παιδίον, ὡς νὰ προσεύχεται μὲ τὰ χέρια ὑψωμένα, ζωγραφισμένην μέχρι τὴν ὀσφύν, ὅπως τὴν σχεδίασα ἐδῶ. Οἱ Κύπριοι ἀφηγοῦνται γι' αὐτὴν τὴν εἰκόνα ὁμόφωνα, ὅπως γιὰ τὴν ἀγίαν Παρθένον τοῦ Κύκκου, ὅτι ἔγινε ἀπὸ τὸ χερί τοῦ Ἁγίου Εὐαγγελιστοῦ Λουκᾶ»¹⁵.

Ο Μπάρσκου εντυπωσιάστηκε, ἐπίσης, ἀπὸ τὴ μεγάλη δεξιοτεχνία των ψαλτῶν μεταξύ των οποίων καταγράφεται καὶ ἡ παρουσία τοῦ Ιερομόναχου Λεοντίου ἀπὸ τὴν Ἱερά Μονή Βατοπαιδίου τοῦ Ἁγίου Ὁρους, ὁ ὁποῖος ἦλθε γιὰ νὰ πάρει οικονομικὴ βοήθεια γιὰ τὸ Μοναστήρι τοῦ. Εἶχε δε μαζὶ του καὶ κάποια ἱερά λείψανα τοῦ Ἁγίου Παντελεήμονος καὶ μέρος τῆς κάρας τοῦ Ἁγίου Μάρτυρος Σεργίου, τὰ ὁποῖα ἀνοίξε καὶ τὰ ἐδείξε σὲ ὅλους νὰ τὰ προσκυνήσουν.

Ἡ μεγαλόνησος εξακολουθεῖ καὶ σήμερα μὲ τὶς πνευματικὲς βάσεις ποὺ διαθέτει, τὰ ἐνεργεῖα δέκα ἀνδρικά, καθὼς καὶ τὰ δεκατρία γυναικεῖα μοναστήρια τῆς (σύμφωνα μὲ τὸν Ἅγιο Ἰωάννη τῆς Κλίμακος: «Φως Μοναχοῖς Ἄγγελοι, φως κοσμικοῖς μοναχικὴ πολιτεία») νὰ ἀποτελεῖ πνευματικὸ φάρο καὶ πυξίδα στὶς ζωὲς ὅλων, ντόπιων καὶ ξένων καὶ νὰ προσφέρει ἀνὰ τοὺς αἰῶνες κατευθύνσεις πνευματικὲς, μὲ ἀγάπη, ἀνιδιοτέλεια, φιλοξενία καὶ φιλοκαλία.

Ἡ καλλιτεχνικὴ βυζαντινὴ καὶ ἀρχαιολογικὴ κληρονομιά τῆς Κύπρου δὲν ἀνήκει μόνον στὴν Κύπρο! Μία μορφή προβολῆς καὶ προστασίας αὐτῆς τῆς ἀνεκτίμητης κληρονομιάς ἐπιτυγχάνεται μὲ τὶς ἐπισκέψεις των διάφορων προσκυνητῶν καὶ περιηγητῶν στο νησί. Ὁ Ἱθρησκευτικὸς καὶ Προσκυνηματικὸς Τουρισμὸς ἀποτελεῖ γιὰ τὴν Κύπρο μίαν μορφή ἐναλλακτικοῦ τουρισμοῦ καὶ ἐιδικῶν ἐνδιαφερόντων ποὺ θὰ μπορούσε νὰ συμβάλει στὴν αειφόρο τουριστικὴ ἀνάπτυξη τῆς μεγαλόνησου,

¹⁴ Ἰωάννου Τσιγκνόπουλλου, *Ἡ Ἱερά Μονή τῆς Ὑπεραγίας Θεοτόκου τοῦ Μαχαιρᾶ*, ὁ.π., σ. 96. Ἀνδρέου Στυλιανού, «Αἱ περιηγήσεις τοῦ Ρώσου Μοναχοῦ Γρηγόροβιτς Βάρσκου – Πλάκα – Ἄλποβ, ἄλλως Βασιλείου Μοσκοβορόσσου Κιεβοπολίτου ἐν Κύπρῳ», *Κυπριακαὶ Σπουδαί. Δελτίον τῆς Ἐταιρείας Κυπριακῶν Σπουδῶν*, τομ. ΚΑ', 1957, Λευκωσία – Κύπρου.

¹⁵ Βλ. Ἰωάννου Τσιγκνόπουλλου, *Ἡ Ἱερά Μονή τῆς Ὑπεραγίας Θεοτόκου τοῦ Μαχαιρᾶ* ὁ.π., σσ. 101, 103.

Η Κύπρος ως σημαντικός γεωπολιτικός και
προσκυνηματικός χώρος διά μέσου των αιώνων
«Η περίπτωση της Ιεράς Μονής Μαχαιρά»

καθώς και στη συνύπαρξη και την ειρήνη των λαών. Κυρίως, όμως, είναι δυνατόν να συμβάλει σημαντικά στο να διατηρηθεί αυτός ο μεγάλος πνευματικός πλούτος που διαθέτει η μεγαλόνησος, η οποία ακόμα και σήμερα συνεχίζει μια δύσκολη πορεία μέσα στη μακρόχρονη και πολυτάραχη ιστορία της, με το καράβι της Ορθόδοξης Εκκλησίας και την αποστολική και πατερική παράδοσή της ως παρακαταθήκη για τις μέλλουσες γενιές αυτού του τόπου.

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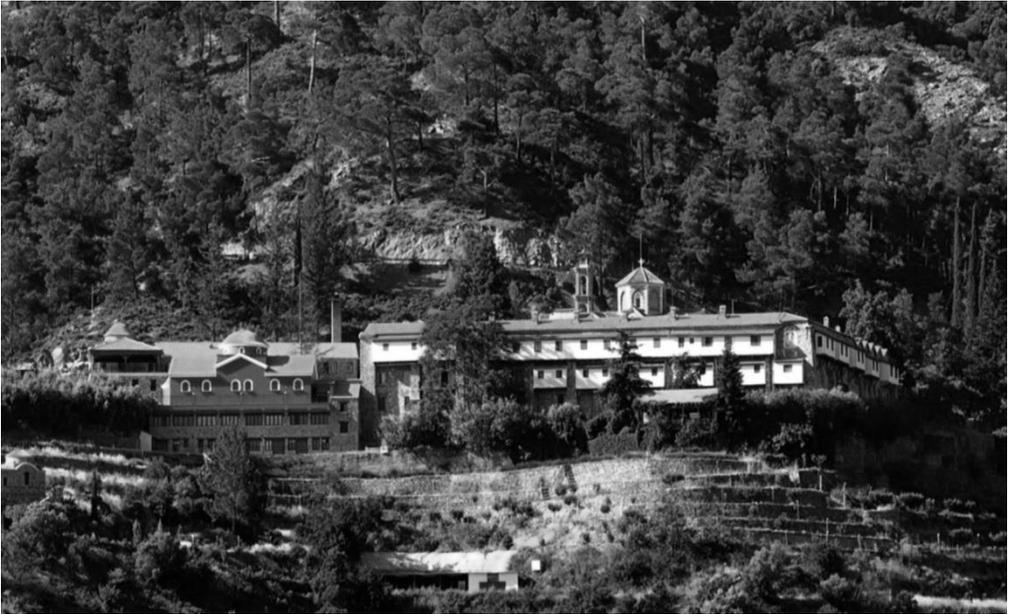
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**MANAGING THE DIVERSE WORKFORCE IN
CYPRIOT ORGANIZATIONS**

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ABSTRACT

In today's increasingly rapid changing business environment, countries such as Cyprus have changed drastically to accommodate the increasingly diverse work force in most, if not all, of its organizations. This paper begins with a short explanation of the word diversity, and it continues by exploring the factors that have accounted for the trends and changes that have contributed in becoming organizations nowadays so diverse. Factors such as globalization movement, age distribution of the workers, gender, ethnicity, disability status are among them. In conclusion, employing diversified workforce is a necessity for every organization but to manage such diversified workforce is also a big challenge for management.

Keywords: *diversity, organizations, workforce, productivity, human resource management.*

1. Introduction

Workforce diversity has become a very important issue in many organizations, both within Cyprus and abroad. Diversity is complex, and embraces many definitions with different meanings and contexts. Its most common meaning in an employment context is associated with numerical composition, i.e. workplace demographics (Thomas, 1996), but when associated with management, may be to do with inclusive behaviour (Rosenzweig, 1998). It is important that companies have a clear working definition of 'diversity' in their particular context in order to target appropriate interventions and monitor progress (Singh, 2002).

2.1 Definition of diversity

According to the Oxford English Dictionary, diversity means 'being diverse, unlikeness, different kind, variety'. Litvin (1997) characterises diversity as having six primary dimensions (age, ethnicity, gender, physical attributes/abilities, race and sexual orientation) and eight fluid dimensions (education, geographic location, income, marital status, military experience, parental status, religious beliefs and work experience). These vary in degrees of visibility. Primary attributes are more visible, whereas secondary attributes are less visible or even invisible, particularly those which are more psychological and job-related. Diversity is not just seen as demographic differences. McGrath et al. (1995) see diversity as a cluster of attributes, which are demographic (e.g. race, gender, age etc.), task-related knowledge and abilities; values, beliefs and attitudes; personality and cognitive and behavioural styles, and status in the organisation.

According to social identity theory (Ashforth and Mael, 1989), individuals categorise themselves and others by these categories and their various combinations. However, although people have multiple identities, some identities are more salient than others in particular contexts such as the workplace. Inevitably, social categorisations involve the construction of in-groups and out-groups, and the members of the out-group are categorised as 'other' by the more powerful in-group. People tend to stereotype others by such groupings particularly in organisational settings, with enhanced perceptions of in-group members' performance, leading to such persistent phenomena as 'think manager, think male' (Schein and Mueller, 1992). However, diversity research often fails to acknowledge the importance of contexts within which social identity categorisation takes place, and Triandis (1995) says that diversity is a socially constructed issue that must be examined in a cultural-historical context. Most studies of diversity appear to have been undertaken in the United States, where there is a very specific cultural, social and historical context. Whilst the historical context there led to career disadvantage for people of colour, the issue of being black may be less important than of tribal connections or social class as dimensions of diversity in a country where almost all of the population is black. Triandis makes an important point regarding cultural distance that 'people who cannot communicate, who come from cultures with different social structures, different assumptions, religions, economic situations and standards, will have a very hard time working together (p.230). Managing diversity enables interpersonal and cross-cultural understanding to improve communication and cooperation across groups of difference.

2.2 Factors to Consider in adopting a diverse workforce

According to Thomas and Ely (1996), diversity exists in a group when its members differ from one another along one or more important dimensions. If everyone in the group or organization is exactly like everyone else, diversity does not exist. But if everyone is different along every imaginable dimension, the situation is one of total diversity. In reality, of course, these extremes are more hypothetical than real. Thus diversity is not an absolute phenomenon wherein

a group or organization is or is not diverse. Instead, diversity should be conceptualized as a continuum (Lau and Murnighan, 1998).

Organizations today are becoming increasingly diverse along many different dimensions (Milliken and Martins, 1996). Several factors have accounted for these trends and changes. One factor that has contributed to increased diversity in Cypriot organizations is changing demographics in the labour force. As more women and minorities have entered the labour force, for example, the available tool of talent from which organizations hire employees has changed in both size and composition.

A related factor that has contributed to diversity is the increased awareness by Cypriot organizations that they can improve the overall quality of their workforce by hiring and promoting the most talented people available, regardless of gender, race, or any other characteristics. Another reason for the increase in diversity is the fact that Cyprus became a full E.U. member on May 1st, 2004. In earlier times, organizations in Cyprus were essentially free to discriminate against E.U. citizens. Now E.U. legislation and legal actions forced Cypriot organizations to hire more broadly.

A final contributing factor to increased diversity in organizations has been the globalization movement. The big numbers of off-shore companies that have opened offices and related facilities in Cyprus have had to learn to deal with different customs, social norms, and mores.

One key dimension of diversity in any organization is the age distribution of its workers. Globally, the average age of the workforce is gradually increasing and will continue to do so for the next several years. Several factors are contributing to this pattern. For one thing, declining birth rates simultaneously account for smaller percentages of new entrants into the labour force. Another factor that contributes to the ageing trend in the workforce is improved health and medical care. As a result of these improvements, people are able to remain productive and active for longer periods of time. Combined with higher legal limits for mandatory retirement, more and more people are working beyond the age at which they might have retired just a few years ago (Hassell and Perrewé, 1995).

3. Human Resource Management being affected by workforce diversity

It is interesting to see how this trend affects Human Resource Management. For one thing, older workers tend to have more experience, may be more stable, and can make greater contributions to productivity. On the other hand, despite the improvements in the health and medical care, older workers are nevertheless likely to require higher levels of insurance coverage and medical benefits. Similarly, accidents rates increase substantially for older workers. After a person reaches the age of 65 the likelihood of a fatal injury increases significantly (Moss, 1997).

A second major dimension of cultural diversity in organizations is gender. As more and more females have entered the workforce, organizations have subsequently experienced changes in the relatively proportions of male and female employees. The proportion of female employees to male employees has and will continue to gradually increase. These trends aside, a significant gender-related problem that many organizations face today is the so-called glass-ceiling. The glass-ceiling describes a barrier that keeps women from advancing to top management positions in many organizations. This ceiling represents a real barrier that is difficult to break but also subtle that it can be hard to see. One reason that explains the existence of the glass-ceiling is that some male managers are still reluctant to promote female managers. Another is that many talented women choose to leave their jobs in large organizations and start their own businesses. Still another factor is that some women choose to suspend or slow their career progression in order to have children (Reece and Brandt, 2008).

A third major dimension of cultural diversity in organizations is ethnicity. Ethnicity refers to the ethnic composition of a group or organization. Within Cyprus most organizations reflect

varying degrees of ethnicity composed of Greek-Cypriots, Turkish-Cypriots, Maronites, Armenians and Latinos.

Disability is another significant dimension of diversity. Disabilities can range from hearing impairment to missing fingers or limbs to blindness and paralysis. Not only does the presence of a disability represents another aspect of diversity in organizations, but among persons who have disabilities, there are some differences that are important as well (Stone and Colella, 1996).

In addition to age, gender, ethnicity, and disability status, organizations are also comforting other dimensions of diversity. For example, national origin is a dimension that is very important for Cypriot organizations. People from the Philippines, Sri Lanka, Vietnam, Pakistan, Bangladesh, Syria, Russia, China, Bulgaria, E.U. countries (just to mention a few) work in Cyprus. This can be particularly significant because different languages are involved.

Diversity can have a significant impact on organizations as a force for social change. This generally occurs as the composition of an organization's workforce gradually comes to fully mirror the composition of its surrounding labour market (Cox and Blake, 1991).

4. Six arguments on how diversity contributes to competitiveness

Many organizations are also finding that diversity can be a source of competitive advantage in the marketplace. In general, six arguments have been proposed by the literature for how the diversity contributes to competitiveness.

The *cost argument* suggests that organizations that learn to cope with diversity will generally have higher levels of productivity and lower levels of turnover and absenteeism (Dechant and Robinson, 1997).

The *resource acquisition argument* for diversity suggests that organizations that manage diversity effectively will become known among women and minorities as good place to work.

The *marketing argument* suggests that organizations with diverse workforces will be better able to understand different market segments than less diverse organizations will (Fiol, 1994).

The *creativity argument* for diversity suggests that organizations with diverse workforces will generally be more creative and innovative than less diverse organizations.

Related to the creativity argument is the *problem-solving argument*. Diversity carries with it an increased pull of information.

Finally, the *systems flexibility arguments* for diversity suggest that organizations must become more flexible as a way of managing a diverse workforce. As a direct consequence the overall organizational system will also become more flexible (Hall and Parker, 1993).

4.2 Negative effects of diversity in the workplace

Unfortunately, diversity in an organization can also become a major source of conflict (Joplin and Daus, 1997), which can arise for various reasons. One potential avenue for conflict is when an individual thinks that someone has been hired, promoted, or fired because of her or his diversity status. Another source of conflict stemming from diversity is through misunderstood, misinterpreted, or inappropriate interactions between people of different groups. Conflict can also arise as a result of other elements of diversity. For example conflict may arise as a result of fear, distrust, or individual prejudice.

5. Conclusion

Managing diversity focuses on maximizing the ability of all employees to contribute to organizational goals. Affirmative action focuses on specific groups because of historical discrimination, such as people of color and women. Affirmative action emphasizes legal necessity and social responsibility; managing diversity emphasizes business necessity. In short, while managing diversity is also concerned with underrepresentation of women and people of

colour in the workforce, it is much more inclusive and acknowledges that diversity must work for everyone. Ignoring diversity issues costs time, money, and efficiency. Some of the consequences can include unhealthy tensions; loss of productivity because of increased conflict; inability to attract and retain talented people of all kinds; complaints and legal actions; and inability to retain valuable employees, resulting in lost investments in recruitment and training.

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PROFIT MAXIMIZATION VS WEALTH MAXIMIZATION: SHIFTING CORPORATE WORLD'S FOCUS FROM TRADITIONAL APPROACH TO MODERN APPROACH

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Abstract

Maximization of profits is often considered to be a goal of a firm. Especially in previous centuries and decades this goal was the leading scope of corporate world. However, in nowadays, this is somewhat narrow in concept than the goal of maximizing the value of the firm. The traditional goal frequently stressed by economists—profit maximization—is not sufficient for most firms today. The focus on wealth maximization continues in the new millennium. Two important trends—the globalization of business and the increased use of information technology—are providing exciting challenges in terms of increased wealth and new risks.

Introduction

Profit Maximization

Profit is a firm's surplus of revenues/sales over costs occurred for the operation of the business during an accounting period. (Profit = Revenue/Sales – Costs/Expenses) Profits of each business are shown in the following two economic statements: Income Statement and the Statement of Financial Position which are both included in the annual report. On the other hand if a business is realizing more costs than revenues when conducting business activities is said to have a deficit of revenues and consequently is producing loss. Therefore, profit maximization - the realization of large amounts of profits - is one of the leading goals for all firms and is simple to understand.

To maximize profit, care is taken to minimize costs by all means and enhance revenues. However, profit maximization objective has been criticized on various grounds. A myopic person or business is mostly concerned about short term benefits. Profit maximization is alright for the short term. However, in the long run, it fails to deliver true value to the business activities. For instance, say, a firm generated profit of 4 million in 2006 against revenue of 40 million. Accordingly the profit margin (net profit/sales) for 2006 is 10%. In 2007, revenues increase to 80 million, i.e., almost double while the profit increased to only 6.4 million. In this case the profit margin is 8% (6.4/80). The profits have no doubt increased but the profit margin has decreased from 10 per cent in 2006 to 8 per cent in 2007. Thus, a finer look at the profit figures reveals that the profits have not increased in proportion to the revenue enhancement. A profit of say \$190,000 cannot be judged as good or bad for a business, till it is compared with investment, sales etc. Similarly, duration of earning the profit is also important i.e. whether it is earned in short term or long term.

One way to increase profits is by reducing costs and this can be feasible by reducing costs e.g. cutting advertising, employee training, customer care costs, research and development expenditure or even cutting down bonuses of employees, possible salary increases or worst just cutting down the salaries. For the short-run this is efficient but what about for the long

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run? In the future these attitudes will lead to less revenue and therefore less profits and lower value of the firm.

Another drawback of focusing to profit maximization is that profits reveal past earnings of the firm (profit and loss account is based upon previous year's figures, i.e., historical cost). It does not throw any light on the future earnings ability of the firm and also it doesn't show the return earned on an investment. So an investor cannot base his decisions only to profit maximization aspect.

Furthermore profit maximization objective many times fail to exercise any pressure on the management for increasing the future growth rate of the firm, as profit is a short-run concept. It is more of a myopic outlook where focus is on showing healthy quarterly and annual financial statements.

Another valuable argument for profit maximization is that it does not always promote social welfare which means that in order to get more profits companies may ignore or do not respect the safety, wellbeing and interests of the individuals and the environment. The increased focus on corporate social responsibility (CSR) or corporate citizenship gives more evidence that corporations may have moved away from the narrow path of profit maximization, focusing instead on a wider or different set of goals which can be realized under the umbrella of wealth maximization. Since the last one understands that a prerequisite for a long-term success and profitability is the respect and improvement of the quality of life of the workforce and their families as well as of the community and society at large. In one phrase is to adopt the value of CSR.

The true story of Erin Brockovich, a legal clerk, and the company Pacific Gas & Electric (PG&E) in 1993 - which became a movie later - is an example that portrays the difference between profit maximization and wealth maximization and underlines that the pursuit of profit maximization is only temporary and in long term it can result into bad reputation, low price of share and low profits for a firm. PG&E is electric utility business which provides natural gas and electricity to most of the northern two-thirds of California which represents 5.2 million households. PG&E for four decades was dumping 370 million gallons of cancer-causing chemicals (hexavalent chromium, chrome 6) into unlined ponds in the community Hinkley of California. The company's actions had finally been uncovered by Erin Brockovich but after many people and domestic animals in the high desert town of Hinkley were getting sick and some had died. Since residents depended on the local groundwater supply for all their needs, were the illnesses somehow related to PG&E's Gas Compressor Station located nearby. PG&E knew about the pollution of the water but did not inform the local water board. PG&E operates a compressor station in Hinkley for natural gas transmission pipelines. The natural gas has to be re-compressed approximately every 350 miles (560 km), and the station uses large cooling towers to cool the gas after it has been compressed. Between 1952 and 1966, the water used in these cooling towers contained hexavalent chromium - now recognized as a carcinogen - to prevent rust in the machinery. The water was stored between uses in unlined ponds, which allowed it to percolate into the groundwater. This led to groundwater pollution. The case was settled in 1996 for \$333 million, the largest settlement ever paid in a direct-action lawsuit in U.S. history. The conclusion is that PG&E's owners in order to keep their costs low for the good operation of the company and their benefit harmed people and they did this for 40 years but finally they were caught and this cost them a lot of money as penalty and bad reputation. Finally in 2001 they went bankrupt. So in the long-run they failed to preserve value for their business.

The above example makes clear that the profit maximization objective may also ignore the employee welfare, social welfare and the environment safety. This may lead to faulty decisions and actions, inefficient management of the firm in whole and inappropriate treatment of employees which may lead to dissatisfaction between employees, thereby reducing productivity. As a final and general result the company will suffer from bad reputation and lack of goodwill.

So corporations must be more aware of the impact of their business on the rest of society, including their own stakeholders and the environment. This is not feasible under the profit maximization aspect but with espousing of wealth maximization. It becomes clear that CSR is in many cases simply viewed as an instrument to increase profitability, rather than a fundamental goal in itself. The following quote from a top executive of one of the world's largest oil companies provides an illustration of this:

“Corporate social responsibility is not itself our business but rather it is a way of conducting our business which, we believe, helps us to be more successful over the long-term. To commit to a socially responsible way of working is not, as some critics claim, a distraction from our core business. Nor does it in any way conflict with our promise and our duty to deliver value to our shareholders. In fact, just the reverse is true. This agenda is an attendant duty to our shareholders who make investments for the long-term and who need to have confidence they will see a return on those investments over the long-term” (Adrian Loader, Director of Strategic Planning, Sustainable Development and External Affairs, Royal Dutch/Shell Group)

At last as a negative aspect for profit maximization can be mentioned the fact that it does not take in account the capital expenditure incurred the financial year we study: the funds spent to acquire or improve a long-term asset such as industrial equipment, buildings or any possessions. Usually this cost is recorded as asset in Balance Sheet and classified as Property, Plant and Equipment and not taken in account in the Income Statement where net income is calculated. Therefore profit is not reduced by this expense. The cost (except for the cost of land) will then be charged to depreciation expense partially over the useful life of the asset. However depreciation is a non-cash expense and besides inflation and time issues are also overlooked when determining the accumulated profits of the firm.

Wealth Maximization

Contrasting profit, wealth/value is a long-term concept. The value of the firm is the value of the firm's equity – the market price of the share. Market value is often different from the nominal/book value. Market price is the price a stock is traded in the market: the price at which investors buy or sell a share of common stock at a given time. The market price fluctuates according to the success and expectations (high dividend payments is the motivation) of a company. This value/price is not shown in the financial statements but in the stock exchange or in the stock market reports. The movement in the market price of the firm's equity determines the value of the firm. Firms that are doing-well are valued high by the investors in the market and hence their share price trades at a much higher level as compared to their initial listed value. The value of the firm is a dynamic function of the overall performance of the firm and rational consistency of firm's investment, financing, and dividend decisions. Financial managers have now shifted from traditional approach to modern approach of financial management that focuses on wealth maximization. Therefore through particular actions that will be explained presently they give priority to value creation. The latest financial books make clear at the very first chapters that the main goal of any corporation is stockholder wealth maximization - maximizing the value of the firm - the value of stock price.

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Profit maximization no doubt maximizes profits but in the long run fails to meet the expectations of the shareholders. Shareholders are happy when their investment in the firm grows together with the growth of the firm's revenues. 'Earnings per share' is the ratio which reflects the expectations of the shareholders and of course the market price of the share. EPS are given by the formula: $(\text{net income} - \text{dividends paid for preference shares}) / \text{number of outstanding ordinary shares}$. If these two values: EPS and market price, of a firm, are high compared to other organizations then investors are attracted and are willing to become the new shareholders of the firm : they rush and immediately buy more shares and increase the trading of the firm's stock. This creates the intangible asset of goodwill of the company in the market.

Wealth maximization is well connected with goodwill as the last one is build up during the years due to the brand name of the company, solid customer base, good customer relations, good employee relations, and any patents or proprietary technology that a firm posses. Stock Price Maximization is also connected with social welfare: public benefit and safety and consequently this requires:

- Efficient low-cost plants that produce high quality goods & services at the lowest possible cost
- Produce goods needed by people → so new technology, new products and new jobs emerges
- Efficient services, well-located businesses, respect to the environment, respect to human entity (recall the case of PG&E)
- Recognition of the importance of ethics. Ethical behavior is necessary to achieve the goal of maximizing shareholder wealth. Consequently the standards of conduct should be based on: Honesty, trustworthiness, fair. These are foundations of sustainable business relations: with customers, with suppliers, with creditors, with employees, with owners.

The beyond factors are necessary to produce sales and profits and also these actions are beneficial to society. Modern financial management has an important role in the operation of successful firms and successful firms are necessary for a productive and healthy economy. Under the concept of the modern approach a business it is not necessary to pursuit profit as the only objective; it may concentrate on various other aspects like increasing sales, capturing more market share etc, which will take care of profitability. So, we can say that profit maximization is a division of wealth and being a division, it will facilitate wealth creation.

Going over the main points we will discover that Profit Maximization Goal: emphasizes the short term, ignores risk or uncertainty, ignores the timing of returns and requires immediate resources. While Stockholder Wealth Maximization Goal does the opposite: emphasizes the long term, recognizes risk or uncertainty, recognizes the timing of returns and considers stockholder's return. For instance, a firm that wants to show a short-term profit may, for example, postpone major repairs or replacement, although such postponement is likely to hurt its long-term profitability.

Further on in wealth maximization, major emphasizes is on cash flows rather than profit. So, to evaluate various alternatives for decision making, cash flows are taken under consideration. For e.g. to measure the worth of a project, criteria like: Discounted Cash Flow (DCF) or **Net Present Value (NPV)**: "*present value of its cash inflow – present value of cash outflows*" is taken in account. This approach considers cash flows rather than profits

into consideration and also use discounting technique to find out worth of a project. Thus, maximization of wealth approach believes that money has time value. Also the principle of **Future Value** is another measure for wealth maximization, **IRR** (internal rate of return) and payback period criteria can be implemented. For example: a costly investment may experience losses in the short term but yield substantial profits in the long term. The criterion of NPV is going to be placed in order in this case in order to evaluate the investment.

Another example could be the following: Consider two products, A and B, and their projected earnings over the next 5 years, as shown below:

Year	Product A	Product B
1	\$10,000	\$11,000
2	\$10,000	\$11,000
3	\$10,000	\$11,000
4	\$10,000	\$11,000
5	\$10,000	\$11,000
	\$50,000	\$55,000

Profit maximization does not consider risk or uncertainty, whereas wealth maximization does.

A profit maximization approach would favor product B over product A. However, if product B is more risky than product A, then the decision is not as straightforward as the figures seem to indicate. It is important to realize that a trade-off exists between risk and return. Stockholders expect greater returns from investments of higher risk and vice versa. To choose product B, stockholders would demand a sufficiently large return to compensate for the comparatively greater level of risk.

An obvious question that arises now is: how can we measure wealth? Well, a basic principle is that ultimately wealth maximization should be founded in increased net worth or value of business. The value of business is said to be a function of three factors – high earnings per share, dividends paid to ordinary shareholders and increasing market share prices.

Wealth maximization = dividends and increasing share prices and high EPS

Suppose a stock holder buys a stock at \$10 and in ten years time the market price of stock shoots up to \$55. This is called maximizing shareholders capital. Fund procurement becomes easy and economical for such firms. Such firms are sought after by investors in the market. The demand for such firm's shares continues as potential investors remain positive about the prospects of the firm and believe that in future the share price will increase further, thereby enhancing the value of their investments.

In order to have share prices increase the company must invest money in cash generating assets and activities like new production plants, product development or marketing activities, extending an existing plan or investing in a long-term venture. The process in which a business determines whether such projects are worth pursuing is called '**Capital Budgeting**'. Many times a forthcoming project's lifetime cash inflows and outflows are assessed in order to determine whether the returns generated meet a sufficient target benchmark. In other words

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SHIFTING CORPORATE WORLD'S FOCUS FROM TRADITIONAL APPROACH TO MODERN APPROACH

is the process of making and managing expenditures on long-term assets. This process is also known as "investment appraisal." Ideally, businesses should pursue all projects and opportunities that enhance shareholder value. However, because the amount of capital available at any given time for new projects is limited, management needs to use capital budgeting techniques (i.e. NPV, DCF, IRR, FV) to determine which projects will yield the most return over an applicable period of time,

Other factors influenced by Managers that affect Stock Price, except from EPS and how risky is the project undertaken to increase earnings per share, is the use of debt (capital structure) – the greater the use of debt the greater the threat of bankruptcy and the dividend policy: how much of the current earnings to pay out as dividends and how much to keep and reinvest: the optimal policy is the one that maximizes the firm's stock price.

However at times, wealth maximization may create conflict, known as agency problem. This describes conflict between the owners and managers of firm. An agency relationship exists whenever a principal (person) hires an agent to act on their behalf. As, managers are the agents appointed by owners, a strategic investor or the owner of the firm would be majorly concerned about the longer term performance of the business that can lead to maximization of shareholder's wealth. Whereas, a manager might focus on taking such decisions that can bring quick result, so that he/she can get credit for good performance. Managers are naturally tending to act in their own best interests but the following factors affect managerial behavior:

- The hazard of firing,
- The hazard of takeover. In an antagonistic takeover the managers of the acquired firm generally are fired and any who are able to stay on ,lose the power they had prior to the acquisition.
- Structuring managerial incentives: Firms are tying managers compensation to the company's performance and this motivates managers to operate in a manner consistent with stock price maximization.
- Some people suggest that the primary monitoring of managers comes not from the owners but from the **managerial labour market**. They argue that efficient capital markets provide signals about the value of a company's securities, and thus about the performance of its managers. Managers with good performance records should have an easier time finding other employment (if they need to) than managers with poor performance records.

Inside corporations, agency relationships also exist between Stockholders and Creditors. Creditors decide to loan money to a corporation based on the riskiness of the company, its capital structure (how much debt and how much own funds) and expectations of the future riskiness and future capital structure. All of these factors will affect creditors when determining the level of the interest rate they will charge in the company. Stockholders, however, have control of such decisions through the managers. Since stockholders will make decisions based on their best interest, a potential agency problem exists between the stockholders and creditors. They might try to take on new projects that are risky. But if creditors see that a firm will try to take advantage of them in unethical ways they will either refuse to deal with the firm or else will require a much higher than normal rate of interest

to compensate for the risks of such ‘tricky’ actions. Thus firms that try to deal unfairly with creditors either lose access to the debt markets or are charged with higher interest rates, both of which decreases the long run value of the stock. Managers as agents of both the creditors and the stockholders must act in manner that is fairly balanced between the interests of these two classes of security holders.

Conclusion

To wrap up, as evidence demonstrates maximizing shareholder wealth is a superior goal since it takes into consideration a broader arena which enables a business not only to survive but also to flourish. If firms ignore wealth maximization goal and operate by only focusing on how to maximize profit, shareholders will have little incentive to accept the risk necessary for a business to succeed. The comparison chart below summarizes the most imperative differences between Profit Maximization and Wealth Maximization:

Basis for Comparison	PROFIT MAXIMIZATION	WEALTH MAXIMIZATION
Goal	High Profit in the accounting periods. The profit might be increasing from one period to another, but is the profit per unit sales increasing as well? Consider Profit Margin = Net Profit/Sales	Is the attempt by business managers to maximize the Market Price of Stock (ordinary shares or bonds), EPS, Dividends and profit per unit of sales. Actions taken will add-increase value of the business resulting in long-term benefits.
Measurement	Net Profit is shown in the Income Statement of each company.	Basically is said to be a function of the above mentioned as actions: Market Price of Stock, EPS and Dividends.
Tools	One way to increase profits is by reducing costs e.g. cutting advertising, employee training, customer care and research and development expenditure.	Choosing investments by evaluating their NPV, IRR, PV and FV (time value). Wealth maximization invests in the costs cutting down in the case of pursuing more profit because these expenses in the long run add value to the business.
Capital Expenditure	Does not take in account Capital Expenses	Lay emphasis on Capital Expenses which are shown in Fixed Assets or in Current assets, if the investment is in the short run, in Balance Sheet statement.
Recognition of Time Value and Inflation	No	Yes

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Future focus	Is based on historical data of previous years it doesn't throw any light on future earnings and it doesn't show the return earned on an investment.	Calculates the Present and Future earnings and also the return given by an investment project.
Corporate Social Responsibility (CSR)	Ignores the welfare of the employees and the society carrying out the risk of inefficient personnel, unhappy managers and employees, low productivity, bad reputation and no goodwill for the company.	Embraces the importance of CSR gaining by this good reputation, high market prices of shares, easy access to loans due to the above positive outcomes resulting into innovative products, satisfied customers and employees, new production plans and attraction of new and existed investors.

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LIFE IS FULL OF GIVE AND TAKE: HOME EXCHANGE AS A FORM OF HOLIDAYS AND ITS VALUE FOR CYPRUS TOURISM

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Abstract

The global economic crisis had a profound impact on peoples' income and unsurprisingly affected their disposable income for holidays and leisure. According to WTO (2009) the global economic crisis has significantly impacted international tourism, causing a decline in international tourist arrivals and international tourism revenues. As a consequence, many global travellers are opposing mainstream tourism seeking to find more alternative and economic ways to travel and holiday. Within this prospect, the idea for exchange of houses, even though not new, started to flourish.

This article provides valuable insights in the concept of home exchange or home swap as a supplementary offering to world travellers and suggests the further development of this form of tourism in Cyprus.

Introduction

What may come as a surprise is that, among studies focusing on new forms of tourism, little attention has been paid to travellers who decide to go on vacation by exchanging homes and this despite its recent and rapid growth even in countries where this phenomenon had long remained confined to small niches of travellers (Forno and Garibaldi, 2015). Sites like HomeExchange, HomeLink, Intervac, Live Home Swap, Knok, and CasaHop are quickly shaking up the house-swapping scene of the decades-old method of vacationing in someone else's abode.

Home exchange holidays has been related to the "Collaborative Consumption" (CC) movement, thus the peer-to-peer-based activity of obtaining, giving, or sharing the access to goods and services, coordinated through community-based online services (Hamari et al, 2015). This was due to the idea that house exchange idea promotes sharing of resources.

A home exchange, also known as home swapping, is an agreement between two parties – a single person, couple, family, or group of friends- to live in each other's homes for a period of time decided (weekend, weeks, months) and arranged by the two parties themselves (Robbins, S and J, 2013). It is a non-commercial way of using each other's accommodations (Champion, 2012). Swappers may decide to exchange not only their homes, but also their cars. Many swappers expect to also swap cars, therefore, car and house insurance plans should be arranged (Smith, 2010). Swappers may even exchange the care of their pets. (Forno and Garibaldi, 2015). Home exchange has been around since 1950, though the proliferation of the Internet has greatly increased its popularity by providing the ability to easily and more effectively communicate with people around the world increasing exponentially the pool of homes from which to choose (Forno and Garibaldi, 2015).

Types of Home Exchange

There are several types of home exchanges. In a traditional exchange, swappers exchange partner travel at the same time and stay in each other's primary residences. However, another type of exchange has emerged for people who own more than one home. In "non-simultaneous exchanges," home swapping partners don't need to worry about coordinating dates and traveling at the same time. Instead, exchange partners come to stay in a vacation home or secondary residence while the owner continues to live in his or her own primary home. Then the owner can travel to another home exchange property whenever it's convenient. A third type of exchange, known as a hospitality exchange, involves you and your trading partner taking turns staying as guests in each other's primary homes (Anon., 2016).

The exchange concept – one long considered a special privilege of a lucky and happy few – has now become mainstream. Well-established in North America and Europe, the idea of exchanging homes has taken root in China, Japan, Thailand, Brazil, Chile, and South Africa, yet it has boomed in Australia and New Zealand.

How is it Done

1. Find a Listing Service

Listing one's home online is the first step. There are several highly respected websites that allow someone to do this. The two most popular are Home Exchange and Home Link.

2. Create Your Listing

Once a potential traveler has chosen a site, the next step will be to create a listing for home. The more detail one provides, the better. Plenty of photographs should be included as well as a thorough description of the home's location and amenities. It would be good idea for the potential swapper to talk about the neighborhood and area and let people know why they'd want to stay there.

A list should be included indicating how many people will participate in the exchange and whether children will also participate. A reference should be made about. More importantly, others may have allergies. Also clarify whether or not you smoke and if you'll allow others to smoke in your home.

3. Find Someone to Exchange with

Once a listing is created and posted, the next step is to search for a good match. This process can take time, although if the location of the house is more desirable, it may take less time than usually. However, you'll still need to get to know the person or family someone is interested in swapping with. It is a good idea to start by looking carefully at the pictures provided and ask if they have any references they can give you from past swaps.

Reasons to Home Swap

Probably the most important benefit of house exchange is that it offers the opportunity to travellers to save money without compromising their travel experience. There is a variety of websites where people can occupy whole homes as many times as can be arranged. This is not exactly free. Some home-exchange sites are free but most aren't. The majority of home-exchange programs-especially the more reputable one charge users a membership fee to list and search for homes and get in contact with members (Costello, 2013). Still, especially for families, house swapping can provide real value for money (Lombard, 2016). In addition, house exchange is a non-commercial type of accommodation, therefore it is tax-free. Just like the Visit friends and Relatives type of tourism exchange houses is difficult to be monitored through statistical surveys.

Another advantage of house exchange is that it does not necessarily involve houses. Boats, Recreational Vehicles, beach cabins even tree houses can also be swapped by people who are interested!

Home exchange gives the opportunity to participants to live like the locals. Travelers are not "locked up" in a holiday resort or hotel and can better "exchange" cultures with local people. In mainstream tourist activity many tourists are unable to fully enjoy their holiday except from a base of familiarity provided by western type hotels, transport modes, food and shops. In more simple words, when tourists from western countries visit a tourist destination in other countries they expect to find many of the amenities and conveniences that they enjoy in their own countries. They are unlikely to go somewhere far from the environment provided by the packaged travel experience. Sometimes, this is done because of their fear of crimes. In consequence, tourism operates as an "enclave industry" where tourists spend their holidays on a controlled "closed" environment. Tourists interact with the local people who behave like most westerners and who are working inside the enclaves, but they do not actually have any contact with the average local person so no social exchange really takes place. Home swapping, on the other, hand does not only provide the opportunity to travellers to meet local people in another country, but as mentioned above, to actually live like locals.

Home exchange promotes the development of new friendships either between the swappers or the local people who they meet during stay. Friendship is closely related to trust and so does swapping. Trust is the confidence in the reliability of a person or system, regarding a given set of outcomes or events which is based on faith in the probity or love of another, or in the correctness of abstract principles (Hall, 2007). It is not unusual for people who do not have a house exchange experience to be skeptical whether they will find their valuables when they return back home. To many, the thought of strangers sleeping in their bed, nosing in their underwear drawer, meeting their neighbors and even driving their car will seem like the stuff of nightmares (Smith, 2010).

However, it should be in mind that house swappers are not there to steal other people (Champion, 2006). According to Katie Costabel, (2013) representative of "HomeLink", the site is celebrating its 60th anniversary this year and in all of the years in business there's never been a case of reported theft or vandalism. In any case, valuables can be insured prior to holidays and/or can be stored away without any offence being taken by the guests.

Finally, exchange tourists are considered, in general, to be sensitive to the protection of the natural environment of the place they visit. In fact, home exchange itself is a form of environmentally friendly tourism, as it utilizes resources that already exist (Forno and Garibaldi, 2015).

Research

There is still little research focusing on house exchange as a form of holidays (Forno and Garibaldi, 2015). This is a problem for those interested for the development of the specific niche market as a way to achieve economic returns for the destination regions, and reduce some of the problems faced in the industry such as the one of seasonality.

However, a research undertaken by the University of Bergamo provides valuable insights on house exchange traveller. The research examined 46000 members of home exchange industry leader Home Exchange.com. The questions on the survey cover a wide swath, touching on subjects ranging from basic data like “age” and “occupation” to more in-depth subjects matters like “dining habits”, “motivations for joining” and “trust” (Forno and Garibaldi, 2015). Some of the most important data coming from the survey are listed below.

Age

45-54 is the largest age group (28.3%).

Level of education

62.1% of home exchangers regard themselves as highly educated.

Occupation

Nearly 70% of home exchangers are employed or that of this 70%, 24.9% are self-employed. Retirees also make up a big piece of the pie with 24.1%.

Family type

There is a high percentage of families who choose this type of tourism. While just under one in ten respondents live alone, nearly half of the total number of home exchangers have children.

Motivations

Though by far the biggest motivation for participating in home exchange is still to save money (33.3%) with the goal of traveling more often (23.1%), there are other motivations that show home exchangers are after more than just discounted travel. Just over 18% are looking for the authentic cultural experience that comes with staying in a home, and motivations like “adventure,” “meeting new people” and staying “off the beaten path” also come into play.

Types of homes

The types of homes exchanged also attest to the wide variety of home exchangers, who come from all levels of affluence. On one end of the spectrum, 23.6% of participating homes are only

one bedroom, while at the other end, 16.3% are being offered by exchangers who have the luxury of owning second homes.

Length of exchanges

Nearly one-half of home exchangers average a stay of over two weeks, with 42.1% staying between two weeks and a month and 3.9% staying over a month – a period that would be prohibitively expensive when paying for traditional accommodations.

Level of satisfaction

There is a high level of satisfaction among HomeExchange.com members. A whopping 76.8% report they are “Very Satisfied” (with another 16.4% “Satisfied”), while the combined “Dissatisfied” and “Very Dissatisfied” is a marginal 6.2%.

Reasons for traveling

The main reason to travel among home exchangers (46%) is to experience different cultures; something that is easier to do when living in a residential neighborhood than those staying in a hotel would likely not get to experience. Escaping routine (19%) and relaxing (18.3%) get high marks as well.

Dining habits while exchanging homes

Home exchangers see dining as part of their cultural experience, as evidenced by the surprisingly large percentage (68.9%) preparing their own meals while traveling.

Preferred activity while on vacations

Between museums, parks and the great outdoors, respondents overwhelmingly embrace their destination’s unique surroundings, with a combined 84.3% responding that these are their preferred activities. By contrast, only 9.8% mentioned that they prefer shopping while on vacation.

Interest in cultural heritage

With 98% responding in the positive, home exchangers’ interest in cultural heritage is virtually unanimous.

Importance of environmentally friendly tourism

Over two thirds of the home exchange participants surveyed see the importance of environmentally friendly tourism. In fact, home exchange itself is a form of environmentally friendly tourism, as it utilizes resources that already exist. But beyond that, home exchangers also show a concern for their environment in many ways, from purchasing organic food (73.5%) and fair trade food (65.3%) to purchasing products that are environmentally friendly (62.6%) and which support social causes (52.7%).

Average cost of non-work-related vacation

The responses to this question illustrate once again that the home exchange traveler represents a broad cross section of affluence, with the average vacation cost spread from one end of the spectrum to the other.

Trust

The survey reveals that 75.3% home exchangers agree that “most people are trustworthy.” This is not surprising as trust is an important factor when agreeing to swap one’s own home.

What is the case in Cyprus?

There is no formal statistics about home exchange programs in Cyprus. Even though there are websites promoting home swapping, there is lack of interest from the local authorities to examine the level of development of the specific niche market in the island. This may be due to the non-commercial type of the activity. There is no tax incentive for government to examine the phenomenon. The underestimation may also be due to the feeling that this is a real small, unremarkable market producing little returns for the locals. The government is mostly interested in supervising the activities of commercial accommodation units like hotels, apartment etc, and when house use takes place for tourism reasons such in the case of property letting, to be appropriately controlled and taxed. Letting a property on a short-term basis to holidaymakers is illegal unless the person interested applies to the Cyprus Tourism Organisation (CTO) to have the property certified for holiday letting (Anon., 2015).

Even though there is limited interest for exchange house holidays in Cyprus by the various stakeholders it could be argued that this form of tourism can supplement the product and assist in the growth of the industry in the island. As mentioned above, one of the most severe problems of the tourism industry is the problem of seasonality, which is more than obvious in Cyprus. Therefore, any form of tourism that could potentially relieve this problem should be seen in a positive way.

Deriving from the survey presented above, a main motivation for home swappers is their interest in the culture of the place they visit. It therefore safe for someone to relate exchange house tourism activity to special interest tourism. Special interest tourism may be defined as a form of tourism which involves consumers whose holiday choice is inspired by specific motivations and whose level of satisfaction is determined by the experience they pursue. Additionally, special interest is the provision of customized leisure and recreational experiences driven by the specific, expressed interest of individual and groups (Douglas et al, 2001). So, experience is the key for special interest tourism. Cohen (2004) suggests a five-group classification of tourists, based on the type of experience they seek:

Recreational	<i>Seeking relaxation and physical recreation; playful; willing to accept inauthentic entertainment and experiences</i>
Diversiory	<i>Seeking ‘escape’; diversion from work and normal life; not interested in authenticity</i>
Experiential	<i>Seeking authentic experiences</i>
Experimental	<i>Seeking to experience unfamiliar lifestyles and cultures; value contact with local people</i>
Existential	<i>Seeking total immersion in culture and lifestyle of the destination: living authentically as a ‘native’</i>

Even though special interest tourism would mostly satisfy tourists seeking the last three types of experiences, home swapping can provide a solution for tourists seeking any one experience outlined above.

Cyprus has a rich history and culture and interesting religious heritage that already attracts a big number of “conventional” tourists. According to a research undertaken by Price Waterhouse Coopers Cyprus regarding special interest tourists, the island’s culture and heritage appear to be the most important assets, since cultural tourism remains the paramount form of special tourism (Loizou et al, 2013).

Special interest tourism in Cyprus (which can also include a big percentage of holiday home swappers) can positively contribute to the development of the industry. Deputy Head Director of Tourism Annita Demetriades said that “the development of alternative forms of tourism contributes greatly to shaping a fully fledged image of Cyprus as a tourist destination”. She added that “special interests contribute in a positive way to achieving the main goals of the tourist strategy in relation to dealing with seasonality problems; increasing holiday demand towards Cyprus and enhancing arrivals in out of season periods, as well as increasing visitors per capita spending”. According to Demetriades, the surveys show that special interest market share is approximately 8% in the UK and 10% in Germany (Anon., b. 2016).

Conclusion

Tourism is one of the world’s largest growth industries in the world, and all its dependent niche markets for example exchange house holidays are fated to flourish (Mason, 2000). One could say that the economic returns of this niche market is limited because of its small market, the limited expenditure of swappers, and the fact that home swapping presupposes that the number of inbound swappers in an area are balanced with the number of outbound swappers, therefore no real revenue is achieved. After all, why not just trying to increase domestic tourists than exchanging them with foreigners?

These are solid arguments, however, it has been proven that increasing the number of domestic tourists in a country is not an easy task. There will always be people who want to visit foreign places and experience foreign cultures and even if domestic tourism in a country does increase for a period of time (mostly observed during periods of economic recession); sooner or later the situation will be reversed.

In addition, as was supported at the research presented above home exchangers come from all levels of affluence and only (33.3%) of them have as main motivation to save money. Therefore, no one can say with certainty that the economic returns coming from such activity are neglectful.

Finally, it is true that home exchange is still a tourism niche market. Not so many people participate in this form of tourism for several reasons. But, the tourist product should not only satisfy the needs of the masses. People have different characters, hold dissimilar views about holidays and are urged to travel by various motivations. The suggestion to promote home exchange tourism is by all means not directed against the conventional tourists. The main target is to enrich the overall tourist product of areas in a way that will satisfy the needs of diverse

markets and at the same time promote extroversion and integration through networking in a globalized environment.

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THE USE OF COMIC BOOKS ALTERNATIVELY TO HISTORICAL TEXTBOOKS: NEW PEDAGOGICAL AVENUES

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Abstract

Teaching history with the use of traditional textbooks can be a difficult task in terms of motivating students. In order to create an interactive classroom environment and design interesting lessons this research article suggests the use of comics books in history teaching. This paper contains a discussion on how to use the comic book titled ‘X-men: Endangered Species’ as a historical textbook and shows how a graphic novel can be used alternatively to the traditional textbooks. It further suggests practical ways of how to introduce this comic book to the students and how to design effectively the history course in order to teach about the Nazi’s policy during the second world war.

Keywords: history, comic book, critical thinking.

1. Introduction

This article is the outcome of my efforts to find ways to motivate students be interested in history and keep their interest during the lesson. Through my experience as a history teacher and from many discussions I had with my students during the breaks I realised that it is a difficult task to motivate students, mostly due to their schooling experiences. For many students, history at schools has been a boring subject mostly due to its theoretical character and to the teachers’ tense to teach them the historical facts without engaging them in critical conversations. Some students repeatedly referred to the fact that when they were studying history for the examinations they were reading about things they could not understand and therefore could not remember after the exams despite the fact that they got really high marks. They just memorised facts, dates and even whole pages with their brain functioning like a computer which just records information. A small number of students informed me that their interest for history aroused years afterwards when they got new experience when visiting ancient monuments in Cyprus or abroad and they become conscious of how precious this knowledge of civilization might be.

The conclusion I came to from the above information is that new teaching ways should be enhanced for teaching. In my effort to discover new pedagogical avenues I realised that this call was universally accepted. By making a review on several volumes of the international journal titled *The History Teacher*, I found that history can be taught through video games (Wainwright,

2014), by playing chess (Pagnotti & Russel, 2012) and with the use of comics (Decker & Castro, 2012). Due to the interest that I have for comics since I have been a comic books collector and since I visited a great number of comic book stores in the UK, in Greece, in Cyprus and Luxemburg, I have decided to design an indicative lesson plan suggesting the use of a particular graphic novel for history teaching.

In my article for such a history lesson I first mention to a number of historians who have used comic books in their teaching and then I proceed to a description of the comic's context. A link between the comic book and the history course follows along with the lesson plan. The article ends up with a discussion drawing on the benefits of incorporating comic books in history teaching.

2. Teaching with comics: The background

Through a review of the relevant literature I found that there is a growing body of literature investigating the ways in which history teachers and academics have incorporated comic books or graphic novels in their lessons (e.g. Decker & Castro, 2012; Paek & DiGiandomenico et al., 2009; Spiegelman, 1986; Nakazawa, 1990; Dysart & Ponticelli, 2009; King, 2012). A compilation of historically themed graphic novels, grouped by geographic area can be found in Decker and Castro's work (2012). Drawing on the work of Decker and Castro, in this article I will present a graphic novel, which according to my comprehension as a history teacher can be incorporated to history teaching.

3. The comic book

The comic book or graphic novel which is suggested and can be used alternatively to the traditional historical textbooks is titled '*X-men: Endangered Species*'. Hank McCoy, an intellectual scientist and academic is the hero of the book and one of the numerous mutants who used to co-live peacefully with the humans in the past. Due to his mutation, to his X-Men teammates and fellow mutants is known as 'The Beast'.

In the particular story, which is written by Carey, Yost and Gage (2008), Hank has to deal with the most daunting challenge of those he has faced so far: he has to turn back the imminent extinction of his species! He is involved in a journey which will take him across the farthest reaches of reality, to the outer limits of his sanity; It is a tale that finds him trying to stop the persecution and the genocide of the mutants and the extinction of their species.

Travelling the world in a desperate effort to find a solution, Hank passes from the High Evolutionary kingdom in Wundagore Mountain to the dregs of the secret mutant concentration camp of Neverland. In this camp, the mutants were subjected in martyrdom and in experiments by several doctors ending with mass deaths (see pictures).





Devastated about this, Henry takes the remain of his inmates who were killed in the final purge and bury them (see picture).



4. The link between the comic book and history

It is very important for the instructor to identify a priori the links between history and comic book and then to design a lesson plan and the steps that he/she will follow. The link between the

comic book and history lies around the words 'extinction', 'genocide' 'differentiality' and 'concentration camps'. Due to their differentiality the mutants are being chased, captured, imprisoned in cells and in concentration camps and are subjected in tortures which underestimate human life. A similar case took place during the second world war. Hitler used violent means (see pictures) to achieve the genocide of Jews, Roma, Jacob's witnesses and whatever groups of people were perceived by him as anti-social (e.g. homosexual).





5. The lesson plan

The first step a teacher can take-before engaging students to the graphic novel -is to establish a priori the timing he/she will introduce students to the comic book. My suggestion is to introduce it as one of the textbooks not during the first lectures but in the middle or at the end of the semester. The surprise, the interest the students will show is one of the pros for doing this as the

time goes by a teacher has the chance to be better acquainted with his/her students so it will be easier for the teacher to engage them in critical discussions. The second and most important argument is the fact that from the middle of the semester and onwards the students may feel bored and tired due to the repetition of similar ways the lesson is taught. The use of a graphic novel at the particular time will relax students from the traditional ways or usual way and the use of the traditional historical textbooks. They will be motivated by reading something new, something different and it will arouse their interest, it will entertain them and offer them knowledge from a different scope.

After deciding the time that the graphic novel will be used as a historical textbook, the second step is to establish it as a pre-reading material. From the previews lesson the instructor should provide students with the book or they should be asked to buy it and read it before coming for the next lesson. This, will offer the students the time to read the book at home.

On coming to class, before making any comments on the book, the instructor should ask for students' impression of the novel. Students should be encouraged to freely express their opinion of what they have read. The instructor can take some notes on the whiteboard on what students have said or can create a visual scheme in order to reflect on this by the end of the course.

The third step is to illustrate why the comic book is similar to history. It will be good to show to students a powerful documentary with the same theme e.g. the Hitler's measures for Jewish extinction, the Aouswitz concentration camps etc. Then, the instructor can engage students in a discussion of the similarities among the comic book and the documentary. The aim of the overall process is to get students participate to the lesson.

In order to engage students in critical discussions, another idea is to use statements of the comic book and ask students to comment on them e.g. "History is a nightmare I'm trying to wake up from", "The past is full of horrors. Pandora's box, gaping open on madness and nightmare", "...the present takes its shape from the past", "we are flesh. The thinnest possible veil over the bones of history".

6. Discussion

This article suggests the incorporation of comics and graphic novels to the teaching of history. It consists an indicative lesson plan for a history teacher who wishes to use the particular graphic novel in order to teach about the Nazi's horrifying violence, racist means they used against humanity, the tortures and the consumption of human life.

The benefits for using comics in history teaching is that they can effectively engage students to high levels of critical thinking (Haines, 2016). The students can be engaged in critical discussion

not only with the instructor but also between them. They can discuss what they have been taught, what they already know, to express their opinions and to share previous experience on the topic. The overall aim is to make students active learners who comprehend and are conscious of what history means and what its value is. Also, they will be able to approach history from a different perspective and stop just memorizing facts and dates.

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FACIAL EXPRESSIONS, ORDER EFFECTS, AND TRAIT CENTRALITY IN LEADERSHIP PERCEPTION

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ABSTRACT

The aim of the current research presented was to add to our knowledge about the contribution of facial expression to the perception of leadership. Respondent's prototypes of leadership were evaluated and then they observed photo-sequences of different facial expressions based on Asch's (1946). The results indicate that a single photo frame can significantly differentiate the impression of a facial expression sequence. Implications for leadership are discussed on the basis of this study.

Keywords: *facial expressions, trait centrality, primacy effect, leadership perception*

1. INTRODUCTION

Leadership prototypes as well as facial expressions are related to the perception of leaders' traits (Aguinis, Simonsen, & Pierce, 1998; Krumhuber, Manstead, & Kappas, 2006; Lundqvist, 2003). Traits are considered to be a crucial concept in the current thesis as they link the two areas: leadership and facial expression. Asch (1946) used ground-breaking techniques with personality traits in his attempts to study impression formation. Briefly summarising the design, Asch (1946) gave lists of trait-words to participants and asked them to describe their impressions of a person's character possessing these traits. One of his manipulations with these trait-lists was changing a specific word from the trait-list and observing the effect on participants' impressions. Specifically, he gave the list "intelligent, skilful, industrious, warm, determined, practical, cautious" to one group of participants and the list "intelligent, skilful, industrious, cold, determined, practical, cautious" to another group of participants. The impact on impressions was pronounced, as the "warm" person was seen as more sincere, altruistic, humane, popular, sociable generous, happy, wise, humorous, and good-natured than the "cold" one. Trying the same with the lists "intelligent, skilful, industrious, polite, determined, practical, cautious" and "intelligent, skilful, industrious, blunt, determined, practical, cautious" did not yield significant results. Asch (1946) also used trait-lists to investigate order effects. In other words, he changed the order of the trait-words and examined the impact on impressions. Particularly, he gave to one group of respondents the list "intelligent, industrious, impulsive, critical, sullen, envious" and to another group the list "envious, sullen, critical, impulsive, industrious, intelligent". For the former list, the participants perceived a happy, able person with certain shortcomings (good qualities dominated) while for the latter list they perceived a person having problems and difficulties that affect his social skills (bad qualities dominated).

Asch's (1946) work was important, as he discovered phenomena such as centrality and peripherality of traits. He explained the effect of the traits "warm" and "cold" on participants impressions, with the concept of a "central" trait. Specifically, the traits "warm" and "cold" (central traits) seem to spread their positive or negative quality respectively to the final impression, thus having a central perceptual role. In contrast, when the the same list of traits was tested with the peripheral traits "polite-blunt", no such differentiation occurred.

Finally, the last two lists show the influence of order effects when: (a) good traits are presented first and (b) bad traits are presented first; again, each gives a different impression. This is called the primacy effect:

“It appears therefore that the subjects are building up an impression by integrating the new traits with the old, by finding a relationship between them. Each trait is understood in terms of the others, with some traits, having the strongest influence in the overall impression” (Hinton, 1993, p. 85).

Based on Asch’s (1946) findings, in combination with the facial expression-trait inference relationship it is expected that order effects will also appear in sequences of facial expression.

Hypothesis 1: Changing the order of the sequence of specific facial expressions will yield different perceptions of a leader.

In the same vein, similarly to Asch’s (1946) centrality of traits (warm-cold effect), it is expected that from a sequence of facial expressions, changing one facial expression to another indicating a different emotional state, will alter the perceptions of an observed leader. In other words, in the same way central traits spread their positive or negative quality respectively to the final impression, a similar is expected effect for sequences of facial expressions. Hence:

Hypothesis 2: From a sequence of facial expressions, changing one facial expression to another indicating a different emotional state will alter perceptions of the observed leader.

To conclude, the current uses manipulations of static facial expressions sequences transferring some of Asch’s (1946) trait impression formation tests to the research of leadership perception from facial expression (see Trichas 2015). Specifically, the current research intends to borrow and test some of the manipulations Asch (1946) used in his studies with facial expressions instead of trait-words.

2. METHOD

2.1. *Participants*

Participants were 204 Cypriot bank employees (42.2% male and 57.8% female). Their age groups were: 20-25 (11.8%), 26-30 (20.1%), 31-35 (18.6%), 36-40 (18.1%), 41-45 (12.3%), 46-50 (6.4%), 51-55 (7.9%), and 56-60 (4.9%).

2.2. *Design and instruments*

The study was conducted in two in-class sessions in organisational facilities. A questionnaire instrument was employed in the present study. Participants were asked to evaluate sequences of photos depicting facial expressions. There was also space for a brief qualitative explanation. This study used already coded, basic facial actions from the Facial Action Coding System (FACS) manual, such as eyebrow raises, frowns, and smiles. The reference images used as examples of facial expressions (see FACS manual, Ekman et al., 2002) were all demonstrated by one man.

2.3. *Leadership perceptions*

Participants’ perceptions of leadership were assessed using Trichas and Schyns (2012) instrument.

2.4. Facial expression coding

The instrument used to evaluate facial action movement and intensity was the FACS. Sequences of pictures of facial expressions were evaluated. These were already coded for their original purpose as part of the FACS manual (Ekman, Friesen, & Hager, 2002, p. 381-433), with six pictures being used to create a sequence of emotional expressions each time. Three out of four variations had the same pictures but in a different order. The man's neutral face was used twice in the sequence. The remaining four photos showed facial expressions. One photo depicted raised and pulled together eyebrows. Another photo depicted lowered and pulled together eyebrows, and two photos depicted two smiles of different facial muscle movement and intensity. The final variation replaced the eye-brow raise and frown with an upper lid raised¹ expression.

2.5. Experimental design and stimulus material

The questionnaire had four different variations, changing on the basis of Asch's (1946) trait experiments. Variation 1 consisted of the standard six-photo sequence. That sequence was reversed in variation 2 and changed in variation 3. Variation 4 kept the same sequence as variation 3, but replaced a facial expression appearing in the middle with another facial expression indicating a different emotion. Particularly, the eyebrow raising and pulling together picture (sign of weakness, see Trichas and Schyns, 2012) was replaced with a picture of lowered and pulled together eyebrows using an upper lid raiser (signs of anger and rage, see Ekman et al., 2002).

The stimulus material consisted of six static images of a man, showing the head only. A statement was used to activate the business leader prototype: "The man you will see below, Mr Ioannou, is a Branch manager in a Cypriot bank. The pictures you are going to see are extracted still frames from Mr Ioannou's recorded interaction in a normal day at work. The frames are appearing in the same sequence as they appeared in the interactions." Under the pictures there was space to briefly answer the question: "Could that person be a business leader? Why?" After that, the participants were asked to put their first impression rating on perceived leadership for the person seen, using a 1-9 scale. Finally, the pictures' sequence was evaluated on leader dimensions. A professional scriptwriter and philologist evaluated the natural spoken language. Additionally, a regional bank manager adjusted the brief scenario and terminology for reality.

2.6. Procedure

The study was conducted in two visits to the organisation's professional training centre. The participants completed a different variation of the questionnaire: Variation 1 (N=44), variation 2 (N=38), variation 3 (N=44), variation 4 (N=33). The sequence was: answer if the man in the pictures sequence could be a business leader, then assign a first impression rating, and finally evaluate him on leader-related traits.

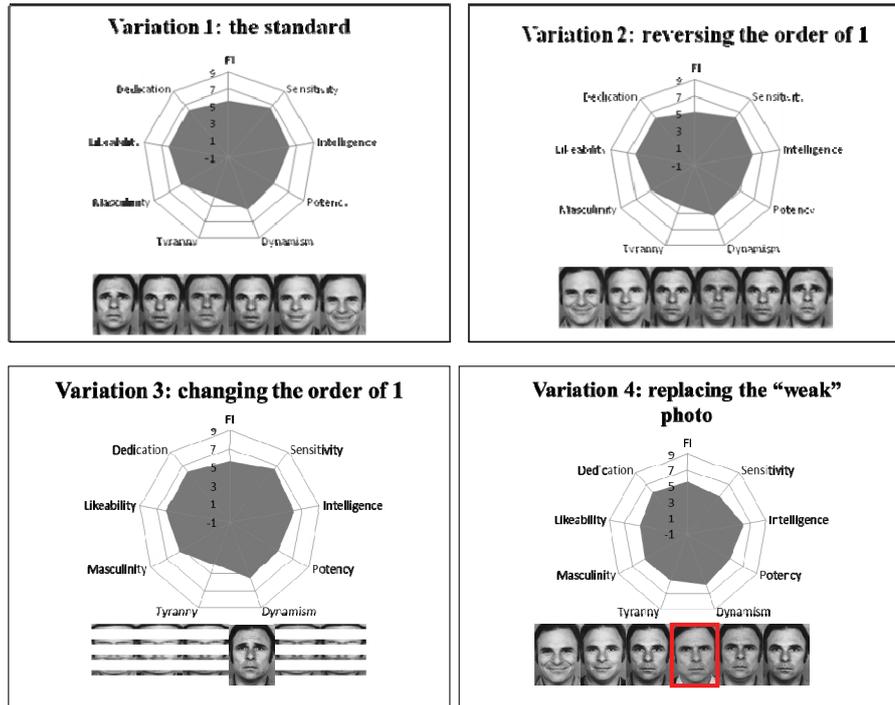
3. RESULTS

3.1. Evaluation of the sequences with static facial expressions

Figures 1 (variations 1-4) represent the participants' quantitative evaluations of the leadership dimensions for each variation.

¹ An upper lid raiser (FACS code=AU: 5) is a facial action which widens the eye aperture. When combined with eyebrow lowering and pulling together (frown) it is used as a key behaviour, in facial expression research, for measuring emotions of anger and rage (Ekman et al., 2002).

Figures 1 (variations 1-4): Quantitative evaluations of leadership dimensions for each variation²



As can be seen in the radar-graphs, the first three variations (examining order effects) virtually do not differ from each other. In contrast, the last variation (examining the effect of changing a single emotional facial expression) appears different from all the others. To facilitate more specific presentation of the results, statistical differences between variations were examined.

Examining order effects first, table 1 below shows the results of a one-way ANOVA test between the participants evaluations in leadership dimensions and the first impression score (FI) for variations 1,2 and 3.

Table 1: Significant differences between participants' perceptions in order effects (comparisons of variations 1,2 and 3)

Dimension	Source	Degrees of freedom	Sum of Squares	Mean Squares	F	P
FI	Between Groups	2	8.216	4.108	1.459	.237
	Within Groups	112	315.384	2.816		
	Total	114	323.600			

² Note: the photographs in this article are taken from the FACS manual (Ekman, Friesen, & Hager, 2002) and are reproduced with permission from the Paul Ekman Group.

Sensitivity	Between	2	2.724	1.362	.607	.547
	Groups					
	Within	112	251.322	2.244		
	Groups					
	Total	114	254.046			
Intelligence	Between	2	2.496	1.248	.498	.609
	Groups					
	Within	112	280.453	2.504		
	Groups					
	Total	114	282.949			
Potency	Between	2	4.135	2.068	.819	.443
	Groups					
	Within	112	282.702	2.524		
	Groups					
	Total	114	286.837			
Dynamism	Between	2	.857	.428	.092	.912
	Groups					
	Within	112	519.437	4.638		
	Groups					
	Total	114	520.293			
Tyranny	Between	2	.091	.045	.020	.980
	Groups					
	Within	112	253.002	2.259		
	Groups					
	Total	114	253.092			
Masculinity	Between	2	4.746	2.373	.720	.489
	Groups					
	Within	112	369.115	3.296		
	Groups					
	Total	114	373.861			
Likeability	Between	2	2.807	1.404	.397	.674
	Groups					
	Within	112	396.441	3.540		
	Groups					
	Total	114	399.248			
Dedication	Between	2	.034	.017	.007	.993
	Groups					
	Within	112	266.182	2.377		
	Groups					
	Total	114	266.216			

It is apparent from this table that no significant differences in leadership perceptions were found between the first three variations (variation 1: the standard, variation 2: reversing the order of 1, and variation 3: changing the order of 1).

To examine the effect of changing a single emotional facial expression, statistical differences were again explored, to compare variation 4 (replacing the “weak” photo) with the remaining three variations. Table 2 below, shows the results of a one-way ANOVA test between the participants’ evaluations in leadership dimensions and the first impression score (FI) for the comparisons of variation 4 with the rest of the variations.

Table 2: Significant differences between participants' perceptions after changing the "weak" photo (comparisons of variations 1,2,3 and 4)

Dimension	Source	Degrees of freedom	Sum of Squares	Mean Squares	F	P
FI	Between Groups	3	8.406	2.802	.977	.405
	Within Groups	155	444.361	2.867		
	Total	158	452.767			
Sensitivity	Between Groups	3	46.653	15.551	5.935	.001
	Within Groups	155	406.136	2.620		
	Total	158	452.790			
Intelligence	Between Groups	3	2.763	.921	.370	.775
	Within Groups	155	386.264	2.492		
	Total	158	389.027			
Potency	Between Groups	3	6.681	2.227	.944	.421
	Within Groups	155	365.513	2.358		
	Total	158	372.194			
Dynamism	Between Groups	3	6.798	2.266	.521	.668
	Within Groups	155	673.952	4.348		
	Total	158	680.750			
Tyranny	Between Groups	3	51.131	17.044	7.490	.000
	Within Groups	155	352.709	2.276		
	Total	158	403.839			
Masculinity	Between Groups	3	5.925	1.975	.641	.590
	Within Groups	155	477.842	3.083		
	Total	158	483.767			
Likeability	Between Groups	3	30.698	10.233	2.597	.054
	Within Groups	155	610.736	3.940		
	Total	158	641.434			
Dedication	Between Groups	3	5.163	1.721	.670	.572
	Within Groups	155	398.293	2.570		
	Total	158	403.456			

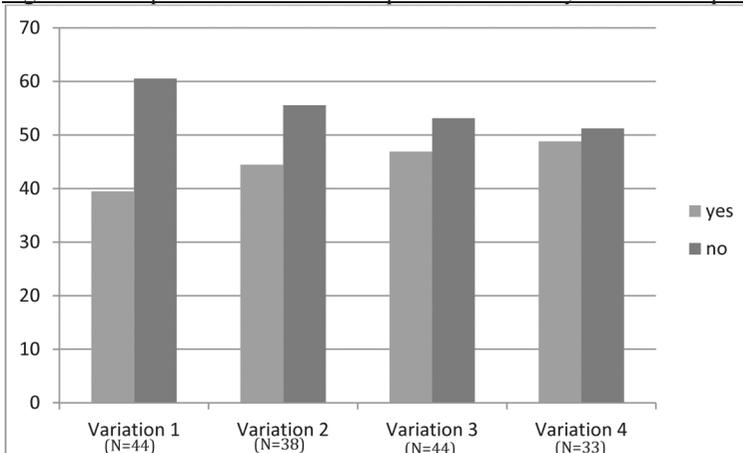
As table 2 shows, there are significant differences in perceived dimensions of sensitivity and tyranny. Post hoc analyses using the Scheffé post hoc criterion for significance indicated that there were statistically significant differences between variation 4 (replacing the “weak” photo) and the rest of the variations. Particularly, the photo sequence of variation 4 resulted in the participants evaluating the actor as more tyrannical (variations 1-4: $\bar{x}_1 - \bar{x}_4 = 1.25$, $p = .002$; variations 2-4: $\bar{x}_2 - \bar{x}_4 = 1.25$, $p = .004$; and variations 3-4: $\bar{x}_3 - \bar{x}_4 = 1.31$, $p = .003$), and less sensitive (variations 1-4: $\bar{x}_1 - \bar{x}_4 = 1.05$, $p = .029$; variations 2-4: $\bar{x}_2 - \bar{x}_4 = 1.11$, $p = .025$; and variations 3-4: $\bar{x}_3 - \bar{x}_4 = 1.41$, $p = .003$) than variations 1, 2 and 3. An important comparison to consider is the one of variation 3 with 4 where the order of facial expressions is exactly the same, and the two variations differ only in one facial expression. Still, the results are congruent with the rest of the variations (1 and 2).

To summarise, changing a photo depicting an eyebrow raise and pulling together (signs of weakness) to another photo depicting an eyebrow lowering and pulling together with upper eye lid raiser (signs of anger), influenced participants’ perceptions regarding specific leadership dimensions. Particularly, removing the “weak” photo made the actor look more tyrannical, and less sensitive.

Even though differences occurred in some of the leader dimensions (tyranny, and sensitivity), the one-way ANOVA did not reveal statistically significant differences in the first impression scores (FI: the overall leadership score indicated for the actor in each variation before they evaluate in the leader traits) across the four different variations. FI in this study is considered as one of the indicators whether or not an actor is perceived as more leader-like than another. These results show that the two types of leaders, namely the “tyrannical” versus the “sensitive” receive about the same first impression ratings.

Besides the first impression scores (FI), another indicator of whether or not an actor is perceived as more leader-like than another is the participants’ “yes” and “no” responses in the question of whether they would imagine the depicted actor as a leader. Figure 2 represents the participants’ percentages of “yes” and “no” responses regarding their acceptance of the actor as a potential leader.

Figure 2: Acceptance of the actor as a potential leader: “yes” and “no” percentages



The “yes” and “no” percentages illustrated in Figure 2 reveal that the participants’ reactions for all four variations were closely split into those who accepted the actor as a potential leader and those who did not. To be more precise, chi squares analysis revealed that there were no significant differences between the four variations ($\chi^2_{(3,159)} = .255, p = .968$). This shows that the sequences of facial expressions did not cause a clear positive or negative leader-likeness consensus for any of the four variations.

Since the participants for all four variations did not form a consensus, inter-variation statistical differences were examined. The analysis shows that “yes”-participants “saw” a different image for the actors, compared to “no”-participants. Specifically, the t-tests revealed that there were significant differences between these two groups in almost every leader dimension (with the exception of tyranny for variation 1 and 2 and sensitivity for variation 2).

Besides the quantitative analysis, the qualitative analysis helped to examine the participants’ perceptions of leadership at a deeper level. As mentioned earlier, in the questionnaire, the participants had to answer if the actor could be their leader and why, and then describe what they imagine his character to be.

3.2. Qualitative analysis

The qualitative data were analysed following a two-step procedure, similar to Schilling’s (2006) suggestions for analysing qualitative data. First, the data were paraphrased, and then organised in category systems (basic leader prototypic and anti-prototypic traits). The paraphrased traits were counted (i.e., how many of the research subjects addressed a certain theme, see Schilling, 2006, p. 34). From the first interaction with the qualitative data, obvious differences again appeared in the two groups: those who said “yes, he could be a leader” and “no, he could not be a leader”. The descriptions from the two groups showed fundamental differences. In order to facilitate the presentation of the results, the traits were then counted and grouped into two columns. Table 3 shows the most used trait descriptions (sorted by frequency) from participants’ qualitative responses grouped in “yes, he could be a leader” and “no, he could not be a leader”.

Table 3: Most used trait descriptions (sorted by frequency) from participants’ qualitative responses grouped in “yes, he could be a leader” and “no, he could not be a leader”

Variation	Yes, he could be a leader	No, he could not be a leader
Variation 1 (the standard)	Compassionate: 9	Uncertain: 8
	Adjustive: 8	Sensitive: 6
	Dynamic: 6	Stressed: 6
	Confident: 5	Not expressive: 5
	Smiling: 5	Mood swings: 5
Variation 2 (reversing the order of 1)		Weak: 5
	Smiling:8	Stressed:16
	Adjustive:7	Uncertain:8
	Stressed:6	Not dynamic: 6
	Dynamic:5	
Variation 3 (changing the order of 1)	Honest:5	
	Dynamic: 7	Not confident: 11
	Understanding: 7	Expressive (leaks out emotion): 7
	Smiling: 6	Mood swings: 5

Variation 4 (replacing the "weak" photo)	Confident: 5	
	Expressive: 9	Mood swings: 6
	Serious: 8	Unstable: 5
	Dynamic: 5	Domineering: 5
	Smiling: 5	Not authentic: 5
	Understanding: 5	Stressed: 5
		Uncertain: 5
		Not confident: 5

Note. Only item frequencies ≥ 5 are included in the tables.

This table helps to better interpret the quantitative results. Regarding variation 1, the participants who responded “yes” tended to describe a person who is compassionate, adjustive, dynamic, confident and smiling. The participants who responded “no” tended to describe a person who lacks confidence, is uncertain, sensitive, stressed and weak. For variation 2, the participants who responded “yes” tended to describe a person who is smiling, adjustive, dynamic and honest but also stressed. The participants who responded “no” tended to describe a person who is much stressed, uncertain and lacks dynamism. For variation 3, the participants who responded “yes” tended to describe a person who is understanding, dynamic, smiling, and confident. The participants who responded “no” tended to describe a person who lacks confidence, leaks out emotion and it is cyclothymic. Finally, regarding variation 4, the participants who responded “yes” tended to describe a person who is expressive, serious, dynamic, smiling and understanding. The participants who responded “no” tended to describe a person who is cyclothymic, unstable, domineering, fake, stressed, uncertain, and lacks confidence. From what is described above it appears that the descriptions for variation 4 are very different from the descriptions of variation 1, 2, and 3. Additionally, the descriptions for variations 1, 2, and 3 (order effects manipulation) have similarities, but also have some underlying differences; something that did not show in the quantitative analysis.

4. DISCUSSION

The current study used manipulations of static facial expression sequences, transferring some of Asch’s (1946) trait impression formation tests to leadership perception from facial expression. In hypothesis 1, it was assumed that changing the sequence-order of specific facial expressions would result in differentiated perceptions of a leader. The results of the study’s quantitative segment did not support the above hypothesis. Changing the order in the sequences of the static facial expressions did not yield statistically significant differences in the leadership dimensions and first impression score (FI). What is more, participants’ “yes”-“no” responses to whether or not they considered the actor as a potential leader were also similar. However, the qualitative analysis provided some evidence for (at least) subtle perceptual differences in the three variations which tested the order effects. In a few words, even though quantitative data did not support order effects in leadership perception from sequences of facial expressions (H1), qualitative data did not completely reject such an assumption.

In hypothesis 2, it was assumed that changing one facial expression to another indicating a different emotional state will alter perceptions of the observed leader. Both quantitative and qualitative data supported the hypothesis (H2). The qualitative analysis and the statistical tests between variation 4 and variations 1, 2, and 3 suggested that variation 4 was perceived differently from the rest of the variations. Specifically, replacing the “weak” photo in the sequences resulted in the participants viewing a more “hostile” (increased perceived tyranny) and less “soft” (decreased perceived sensitivity) person. In other words,

replacing a picture with raised and pulled together eyebrows (sign of weakness, see study 1) with a picture of lowering the eyebrows with eyelids opening (sign of anger, see Ekman et al., 2002) caused different perceptions in participants, congruent with the emotional state behind the respective facial expression. These results are important because they indicate that changing a single frame in a sequence of facial expressions might be enough to significantly alter observers' perceptions of leadership. Even though the manipulations discussed here resulted in different leader perceptions, they were similar in terms of the indicators of leader-likeness used in the current studies. To put it briefly, the participants did not favour the "hostile" leader more than the "soft" one (or the other way around) but they did perceive them differently in terms of specific ILTs dimensions.

To summarize, the current research experimented with sequences of static facial expressions in minimum context activation. To be more specific, photo-sequences were used to examine whether changing the order of the sequence of specific facial expressions will give different perceptions of a leader. A significant outcome was that order effects could not be found in facial expressions in the way they were found in personality traits in Asch's (1946) studies. Particularly, reversing or changing the sequence facial expressions did not cause any significant changes in leadership perceptions. Even though small qualitative differences in leadership perceptions between manipulations showed that completely rejecting the order effects hypothesis would not be correct although, at the same time, these were not sufficient to support such an assumption. These findings show that the order in facial expression sequences did not have a large impact in leadership perceptions, and therefore early facial expressions were not more influential than later ones (see primacy effect, Asch 1946). Certainly, one cannot rule out that the results reported here are specific of the design used here. For example, the vast majority of the facial expressions used in the sequences were of medium intensity. Consequently, the relatively low intensity of facial expressions used might be one of the reasons of not confirming order effects with facial expressions. Perhaps a design using variations with high intensity of facial expressions would have given results supporting order effects. Further research is needed to establish the full effects of such a phenomenon. This is interesting for leadership research because it would define whether or not the order of facial expressions in communicational segments might influence leadership perception. Making leaders aware, for example, that early information in communicational segments impact (or not) on leadership perceptions, could help in building new communicational strategies focused on the content of these early segments of communication. This could eventually help to take organisational communication in another level.

In addition to order effects, the photo-sequences the current research also examined whether changing one facial expression in a sequence to another facial expression indicating a different emotional state would alter perceptions of the observed leader. When replacing the "weak" picture from the photo-sequence with a picture with indicators of intense anger, the perception of the actor changed significantly. The intense-anger photo spread a vibe of hostility to the whole perception, making the actor/leader look less sensitive, and more tyrannical. In other words, when replacing the "weak" photo, the intense-anger photo became central by influencing the whole perception (see central traits, Asch, 1946). In the context of leadership, this is interesting as it demonstrates that a single frame of facial expression in a communicational segment is enough to impact leadership perception. Interestingly, despite the differences in leader dimensions, the "soft" leader was not considered a better leader than the "tough" one. At this point, a comparison to findings previous research is deemed relevant. Specifically, Trichas and Schyns (2012) examined perceptions from frames depicting simple facial actions (frowns and eyebrow raises). These exact frames were also used in the current study's sequences. The frown (sign of anger) in Trichas and Schyns (2012) was rated as

significantly more leader-like when compared with the eyebrow raising and pulling together (sign of weakness), but there was already a vibe of hostility identified. In the current study's anger photo, an upper lid raiser added more negativity, and increased the actor's hostility (more tyranny, and less sensitivity) without increasing the rest of the leader prototypical dimensions. Consequently, the hostility was increased without the actor receiving any higher evaluations in other dimensions (e.g. in dynamism, or intelligence) which could have helped to avoid an over-hostile impression, such as in Trichas and Schyns (2012). Particularly, these findings suggest that the participants could accept some hostility displayed by a potential leader (see Trichas & Schyns, 2012). On the other hand, too much hostility seemed to be negative for leader perceptions (see current study). Consequently, this over-hostility of the current study's angry actor might be responsible for the specific variation's low ratings on indicators of leader-likeness (similar to the "weak" photo variation). The results above reinforce the argument posed in Trichas and Schyns (2012) regarding ranges of acceptable facial expression. It seems that the intense-anger photo created an impression which violated what the participants would consider leader-appropriate. In the workplace, this is interesting for leaders, since awareness to these ranges of appropriateness could help them improve the impressions they create.

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WOMEN'S PARTICIPATION IN ANCIENT GREEK ATHLETICS

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Abstract

The aim of this article is to examine the role of women during the athletic events in Ancient Greece. Did women have the right to participate in the games as men did or they were restricted because of the ancient conception of their place being in the house? Certain evidences show that women in spite of their prohibition in the house, they were participating in some games like running, chariot-racing and boxing.

Keywords: history, women, athletics, social level.

The aim of this article is to examine the role of women during the athletic events in Ancient Greece. Did women have the right to participate in the games as men did or they were restricted because of the ancient conception of their place being in the house? The ancient evidences show that in regard to women's place in the society, and especially in Athens, women were considered lower than men. They had to spend their day at home, taking care of the children if they were married and to be responsible of the house keeping. A man was always their *Kyrios*, their guardian, who was controlling all their activities and commitments in and out of the house.¹ As Sue Blundell says for the *Kyrios*, "He acted as an intermediary between the private domain occupied by the woman and the public sphere from which she was excluded".²

However, certain evidences show that women in spite of their prohibition in the house, they were participating in some games like running, chariot-racing and boxing which usually were taking place during a ritual ceremony for women to get prepared for marriage.³ That fact though does not degrade that women for one or another reason were taking part in games and they were competing just like men were.

Specifically, certain ancient evidences indicate their occupation with games. Pausanias in his *Guide to Greece* refers explicitly to the games among women which were held at the temple of Hera at Olympia during the *Heraea* Festival and the games attributed to Dionysus by the girls called *Dionysiades* (*Daughters of Dionysus*) at Sparta.

According to the women's games at *Heraea*, he signifies that they were being held every four years and at this time sixteen women were weaving a robe of Hera and were participating in Hera's games which were running matches between virgin girls (5.16.2). That information is significant for two reasons. Firstly, according to Mark Golden this is "our best evidence for competition among women"⁴ because of Pausanias indication that they were races among girls; and secondly it informs us about the age limit of participation to the games because he indicates that they were virgin girls. Thus we can only assume that married women were restricted

to participate to games which we suppose that they were aiming to the preparation of young women for adulthood and in effect of marriage.



That fact can be justified by Pausanias' description about the appearance of women participants in the games as well, which however, can be identified on a certain bronze statuette of a woman athlete of the sixth century⁵ whose appearance possibly shows a woman running⁶ (picture on the left);

They run with their hair let down and their tunics rather above their knees, and the right breast and shoulder bared (5.16.3).

F. Scanlon suggests that, their dress was indicating that the athletes of Heraea were unmarried women⁷ and in effect that gives us a clearer idea about the age of the women athletes and the possible restriction of married women's participation in athletics. Therefore, Pausanias indication of their age and the assumption of the aim of the games can be confirmed by women's own appearance during them. Thus, through Pausanias words which were reflecting the reality of his era we are being assured that women were indeed taking part in games and people were even making statues with that theme.

Furthermore, according to Pausanias two legends determine our knowledge of the sixteen women at the temple of Hera. The first legend informs us that *Hippodameia first gathered the sixteen women to give thanks to Hera for her marriage to Pelops, and first celebrated Hera's games with them, and they also record that the winner was Chloris, the also surviving daughter of Amphion (5.16.4)*. However, according to the second legend, when Damophon, dictator of Pisa, died, the Eleans to whom he did a lot of dreadful things, and the Pisaians, decided to make a peaceful agreement; they assigned to a woman to settle their quarrels (5.16.5) and to certain women to reconcile them who afterwards they were put in charge of holding Hera's games (5.16.6).

The race of the daughters of Dionysus is the nearest match to the Heraea.⁸ Pausanias, speaking about the temple of Dionysus of Kolona in which there was *the sacred enclosure of a divine hero who is supposed to have shown Dionysos the way to Sparta* he says that there, *the daughters of Dionysos and of Leukippos sacrifice to this hero before sacrificing to the god. The other eleven who are also called daughters of Dionysos have a race in which they run; they took the tradition from Delphi (3.13.7)*. Therefore we learn that women were doing races in honour of that hero, and it is also significant that, that tradition was adopted from a previous one which was held in Delphi. Thereby women's races were quite known in Ancient Greece.

Women's athletic spirit could also be indicated through the myth. In these terms, a famous representative of women's athletes, whose abilities were possibly amplified through her appearance in the myth, was *Atalanta*. According to Apollodorus, Atalanta was daughter of Minyas and she was raised as a boy because her father desired one instead of her. Thus: *grown to womanhood, Atalanta kept herself a virgin, and hunting in the wildness she remained always under arms (3.9.2)*. The Ancient Greek oral tradition therefore inspired various myths about her life. She

was presented as a woman who was fighting with men and notably if we bear in mind that the myths sometimes are based to reality this could be an evidence for the athletic competition between males and females.⁹ Therefore, that could be indicating that men were accrediting women's interest to games even though, possibly only partly; noteworthy, the story of the marriage of Atalanta shows their possible depreciation of women. Atalanta, prompted to get married by her parents, even though she did not want to, she decided to organise a running race and the winner of it would become her future husband but the losers were going to die. That is significant for the cruelty and manliness of her character. Thereby, *having planted a stake three cubits high in the middle (of the place for the race), she caused here wooers to race before her from there, and ran herself in arms* (3.9.2). The only winner of that task was Melanion who tricked her by throwing down to her golden apples from Aphrodite during the race, which she was tempted to pick up. Therefore, that myth it is possible that it was aiming to criticize women's intelligence in order to prevent their appearance as better than men.¹⁰ The meaning though of those myths about Atalanta is of major importance. They prove that women could have the same abilities than men and they could even win them in spite of the conception of them being inferior to men. Therefore Atalanta could represent all the women of that era who were participating or wanted to participate in the athletic games.

However, the most famous athletic event in Greece was the Olympic Games. At this event could participate only legal male citizens from all over the Greece and women were not allowed to even watch the games mainly because the contestants had to athlete naked.

Only one woman managed to enter in the Olympic stadium and to watch the race of her son; that was Kallipateira. Pausanias says that *the laws of Elis hurl down (from the mountain Typaion) any woman detected entering the Olympic assembly or even crossing the Alpheios during the forbidden days; though they say not one has ever been caught with the single exception of Kallipateira* (5.6.7).

Kallipateira after her husband's death undertook the training of her son Peisirodos but as a woman she could not enter the Olympic stadium in order to watch his fight. Therefore she decided to dress herself as a man; but when Peisirodos won, Kallipateira full of joy, revealed herself. Nonetheless she did not get punished because of respect to her father, her brothers and her son who were Olympic winners, *but they passed a law about trainers for the future, that they had to enter the arena naked.* (5.6.8)¹¹

Thereby we can see that, in the Olympic Games, women and probably married women ordinarily weren't allowed to watch or to participate in the games. In spite of that though, certain evidences show that in some special occasions they could. Specifically, Thucydides in his *History* informs us that during the *festival of the Delia* the Ionians went to the festival with their wives and children (III.104.3) whereas Pausanias, talking about the altar at Olympia, informs us that virgin and married women were *allowed up to the outer circle, at times when they are not excluded from Olympia* (5.13.10), and in Book 6 being more specific, he declares that virgin girls were not prevented from watching the Olympics games. (6.20.9) Therefore, it seems that on the contrary of married women, for young girls was more acceptable to watch the games.¹²

In regard though to their right to participate to the Olympic Games, according to Pausanias, Kyniska the daughter of King Archidamos of Sparta *was the first woman to own race horses and the first woman to win an Olympic victory...no woman is more famous as an Olympic winner than Kyniska* (3.8.1). Her victory was

admired by everybody; and they were dedicated to her a divine hero's shrine by the Planes (3.15.1), *bronze horses* (made by *Apelles*), *the symbols of Olympic victory* (5.12.5) which were in the temple of Olympian Zeus and at Olympia there was a *portrait of Kyniska herself by Apelles* and inscriptions about her (6.1.6).

Nevertheless, Kyniska's victory was aiming to show something else. Xenophon declares that her brother *Agesilaus persuaded her to breed chariot horses, and showed by her victory that such a stud marks the owner as a person of wealth, but not necessarily of merit* (*Agesilaus*, 9.6).¹³ That fact it seems that it makes her victory less triumphal. She was indeed a woman who contrary to the other women in Greece participated in Olympic Games and she even won a chariot-race, but responsible for her victory was her brother who wanted through her to prove that her victory was due of her being a wealthy person.¹⁴ Therefore, he underestimates the chariot-racing by relating it with wealth and femininity. "Who would want a prize a woman could win?"¹⁵ However, Pausanias indicates that after her victory followed other victories of women in athletic games.¹⁶ Thus another winner of the horse race was *Euryleon's daughter* who won an Olympic race with a chariot and pair (3.17.6) in 368 BC and another was *Bellistiche*, who won the chariot-race with the pair in 264 BC. (5.8.11) Thus, Kyniskas victory, motivated the participation of other women to Olympic Games.

In comparison to the way of life among the cities of Greece, the Spartan way of life was always considered harsher and stricter, emphasizing to the build-up of citizens who were brave and strong both in body and mind.¹⁷ Therefore the only way to do that was to focus on the exercise of the young boys and girls in order to make them brave and fearful at battle and thereby to constitute games as part of their exercise process. The ideology of life for the Lakedaemonians was even reflected in their laws. In regard to Spartan women, Xenophon, in his work *Constitution of the Lakedaemonians*, signifies the difference between the Spartan women and the rest women of Greece: *the rest of the Greeks expect their girls to imitate the sedentary life that is typical of handicraftsmen- to keep quiet and do wool-work* (*Lac. Pol.* 1.3); but as he says, Lycurgus, the Spartan lawgiver, disagreed with that: *he insisted on physical training for the female no less than for the male sex: moreover, he instituted races and trials of strength for women competitors as for men, believing that if both parents are strong they produce more vigorous offspring.* (*Lac. Pol.* 1.4). Moreover Plutarch, in his *Lives* is also referring to Lycurgus' concern about women's athletic practice and he presents in more detail their occupation with the athletics. Thus, Plutarch says that Lycurgus, *made the maidens exercise their bodies in running, wrestling, casting the discus and hurling the javelin*, in order to prepare their bodies to give birth to a child which will be strong given that it would be borne by a strong body (*Lycurgus*, 14.2) Therefore the Spartan women were more engaged to exercise than the other Greek women and moreover as S. Hodkinson says, "Spartan practice appears unique in the incorporation of girls' athletic competition."¹⁸

In addition, we have more evidences proving their relation with athletics. Propertius in his poem admires the women's games in Sparta:

*Sparta, I admire your gymnasia's many rules,
and most, so much good in your women's games,
where a girl may exercise her naked body
without disgrace among the wrestling men.* (III.14.1-4)

He is clearly referring to Spartan women's athletic interest and the constitution of games for their practise just like men did even though we should be sceptical about this information because his poetry is mostly erotic and in effect not so objective.

However, Spartan women's occupation with athletics was not approved by the habitats of the other Greek cities. Perhaps that is the opinion that was being expressed through Peleus' words in Euripides' tragedy, *Andromache*. There, during a dialogue between Peleus and Menelaus about Helen who left the latter for Paris, Peleus criticized Spartan women by saying that: *in a manner I cannot endure they share the same running-trucks and wrestling places. After that should we be surprised if you do not train up women who are chaste?* (599-602). Thus, this is important not only as a proof for Spartan women's occupation to athletics but also for the prejudice of men of other cities, about them for doing that.

It is indeed very important to know that women in spite of their supposed lower place in Ancient Greek society, they were taking part to athletic games; an occupation which was considered to be strictly for men. As S. Hodkinson suggests "performance in such public contests presumably did make a real difference to the reputation and eligibility of the participants."¹⁹ Thereby, we could also assume that, by that way women were trying indirectly to promote their rights to men. However, even though women were participating in athletics either as preparation for their marriage or not, they were often been criticised by men for doing that. It is significant though for us any information concerning their involvement to athletics and should never be overlooked but it should be appreciated as an invaluable contribution to the enhancement of our knowledge of the Ancient Civilization.

NOTES

¹ Blundell S. (1995) 114

² *Ibid.*, 114

³ Cf. Serwint, N. (1993) 404

⁴ Golden M. (1998) 125

⁵ Cf. Scanlon T.F. (2002) 101: That is, a statuette now in London, British museum, (inv. 208) "probably found in Albania, ancient Epirus, done in a Laconian style, and dated to ca. 560 B.C."

See also, Serwint, N. (1993) 408-411: She indicates the existence of one more statue of an Athlete woman at Heraea: Vatican, Museo Pio-Clementino inv.2784.

⁶ Cf. Serwint, N. (1993) 407

⁷ Scanlon T.F. (2002) 108: the "crossdressing" dress used to signify the adolescent's transition to adulthood. And also see, Serwint, N. (1993) 422

⁸ Golden M. (1998) 128 and cf. Scanlon T.F. (1988) 201 and (2002) 111

⁹ Golden M. (1998) 134 and cf. Hodkinson S. (1999) 151

¹⁰ Cf. Miller S.G. (2004) 153

¹¹ Cf. Miller S.G. (2004) 151

¹² Cf. Hodkinson S. (1999) 151

¹³ Cf. also Plutarch, *Vit. Ages.*, 20.1

¹⁴ Cf. Hodkinson S. (2004) 111-2 and 125

¹⁵ Golden M. (1998) 134

¹⁶ Cf. Hodkinson S. (2004) 112

¹⁷ Cf. *Ibid.*, (1999) 151

¹⁸ Hodkinson S. (1999) 151

¹⁹ Hodkinson S. (1999) 151

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Research at CDA College

From the Editor

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The Faculty at CDA College aims at publishing papers in International Academic Journals and at submitting and presenting papers at International Conferences. The development of the research skills of the Department's team is not only one of the main goals of the team members but this effort is also financially and ethically supported by the Administration of CDA College. Contacts with other research institutions and organisations for research collaboration and for research support play a vital role in the development of the researchers and of the Research Department as a whole.

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The activities at the Research Department are centered at ***enhancing theoretical and empirical research, at developing solutions and guiding thinking to current and future problems, and at creating new knowledge.***

As a research department, however, we aim for higher achievements both internally as an academic institution, and externally in the public and private sectors. Our vision is through research to contribute to the Cyprus society, to the academic

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