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professors in the Professoriate
for MBA and Doctoral studies**

**University of Vitez and
CIRCLE International**

The Virtual University College

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Editorial



The current issue of the International Journal of Sales, Retail and Marketing is once more dedicated to the inauguration of new Professoriate for MBA and Doctoral studies at the University of Vitez.

It is with pleasure that we observe how Virtual University of Vitez has expanded in a very short time – both with high quality academic programs as well as with internationally recognized staff.

The International Journal of Sales, Retailing and Marketing is the designated in house journal for the virtual college.

In this issue three papers of the doctoral students form University of Vitez has been published. We hope to see their research papers in the future as well in IJSRM.

At the end of the current issue we present The online MBA program and The online Ph.D. studies for the academic year 2014/2015.

We wish to thank you for following the IJSRM and we wish to congratulate new professors on joining Virtual College at University of Vitez .

Dr.sc. Mirko Palić

Editor

A handwritten signature in blue ink, appearing to read 'M. Palić'.

THE INAUGURATION OF NEW PROFESSORS IN THE PROFESSORIATE FOR MBA AND PHD STUDIES UNIVERSITY OF VITEZ



&



University of Vitez and CIRCLE International The Virtual University College

College for international research, consumerism, leisure and entrepreneurship



HELD AT THE UNIVERSITY OF MANCHESTER

25th April 2014



HISTORY OF THE VIRTUAL UNIVERSITY COLLEGE COLLEGE FOR INTERNATIONAL RESEARCH, CONSUMERISM, LEISURE AND ENTREPRENEURSHIP



The CIRCLE [research centre], was created at Leeds Met University in 2003. In 2005 an EU Tempus project to develop an International Masters was successfully applied for by the University of Applied Science in Vorarlberg, the University of Zagreb, and Leeds as a partner. In 2005/6 Vorarlberg and Zagreb sent students to Leeds for the masters and to follow a doctoral program.

It was agreed that all partner Universities [80 by 2013] would have their own Circle [research centre] but Circle International would be created independent of any university and to host an independent conference, to develop activities hosted separately to the research centres. To this end an annual conference has been hosted by different universities who themselves controlled the costs, revenues and activities in their own session.

A management committee to oversee the details is in place and was established which works to the constitution agreed by the management committee.

In the recent past a virtual college of learning was established, independent of partners and in 2012 housed in the University of Vitez.

Students from all partner universities will have the opportunity to follow master's and doctorate programs in their own domestic language. The symposium below is the first and will not only inaugurate a professoriate from the University of Vitez but begin the development of postgraduate virtual education.

The International Journal of Management Cases is the in house journal of the conference.



CIRCLE International

The college for international research, consumerism, leisure, entrepreneurship

Distance learning international post graduate programmes in Vitez

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Dear all, I am pleased to announce the inauguration of new professors to the professoriate. Each year more and more international professors from our registered membership are applying to become members of the virtual college. After careful consideration and intense scrutiny of the cv process the senate of the

University of Vitez award the Adjunct status with a designated chair to the successful applications. These are detailed below for the prestigious award being confirmed this year at the University of Manchester during the Circle conference. Biographies of the previously inaugurated professors are published in IJSRM Vol. 2, Issue 3 which is available free from our web site www.ijssrm.com.

Prof Claudio Vignali, Ph.D.

CARMEN RODRÍGUEZ SANTOS



Present Post
Professor at the University of Leon and Professor Visitor in IAE (France) and at the University of Kassel (Germany) / Vice-Dean of International Relations / Coordinator of

European Master in Business Studies (EMBS, www.embs.eu)

Publications in national and international journals indexed: 15. Publications in not indexed journals: 7. Complete Books: 4 and Book

Chapters: 14. Referee of scientific journals and congresses

Considerable and recognized professional experience in consultancy and training roles, in private companies. She is partner as Interim Manager at Epunto.

Project Director, R&D Contracts and Participation in R&D Projects. Among the international Projects can quote COBEREN, directed by Carmen Rodríguez Santos and funded by the European Commission as a network of researchers from 30 countries (38 partners). At present, she is coordinator of 3 Seventh Framework Programmes in Spain.

MITSUMORI HIROGAKI



Mitsunori Hirogaki was born in Kyoto city, Japan, on July 14, 1978. He received his PhD in Commercial Science from Kobe University, Japan, in 2008. He was a full-time lecturer from 2007 to 2010 and an

Associate Professor from 2010 to 2013 at Hiroshima University of Economics, Hiroshima, Japan. Since 2013, he has been an Associate Professor at Kushiro Public University of Economics, Hokkaido, Japan.

Dr. Hirogaki's work has appeared in the International Review of Retailing, Distribution and Consumer Research, and the International Journal of Management Cases, International Journal of Innovation, Management and Technology, among other such publications. His current research interest is marketing strategies to the mature market, including consumer behavior, e-commerce, and supply chain management. Dr. Hirogaki is a member of the Japan Society of Marketing and Distribution, the Japan Association for Consumer Studies, and the Japanese Economic Association.

DOLORES SANCHEZ BENGEOA



Dr. Dolores Sanchez Bengoa is graduated from Leeds Metropolitan University. Her PhD thesis explored the cultural barriers affecting the cross-cultural knowledge transfer between

German speaking countries and Russian and Eastern European business co-operation. Her thesis contributed with five innovative models, two of them for understanding of the problem and three of them for solving the complex problem. She is Associate Professor at the International Business School at Vilnius University, Lithuania.

Her main responsibilities include lecturing at postgraduate and master level, researching and supervising DBA and PhDs. She also participates in EU projects related to intercultural management education.

Her professional interests focus on issues dealing intercultural management, cross-cultural communication or intercultural knowledge transfer. Over the last 20 years Dr. Bengoa has accumulated an extensive intercultural experience by working, teaching, researching and living in seven countries. This international life has provided her with a deep understanding of how national cultures influence on international business, leading her to develop tools and strategies to successfully manage cultural differences. She regularly teaches in Germany, Lithuania, Russia, Greece and Austria bringing the international and practical dimension into the university room. She has published over 30 academic papers, book contributions and conference proceedings in numerous rated journals including Thunderbird Journal, Journal of World Review of Entrepreneurship, Management and Sustainable Development, Journal of Cross Cultural Management, EuroMed Journal of Business, International Journal of Management Cases.

BERNAT TOMASZ



He is the associate dean in the faculty of economics at the University of Szczecin. Membership in professional organisations: Polish Association of Neuroscience, Polish Economic Association

Present position: Professor, Vice-Dean for Science and International Affairs of Faculty of Economics and Management University of Szczecin.

Key qualifications (linked to the program): academic lecturer and researcher with 20 years of experience, finished successfully numerous training programmes in economics and related disciplines such as accounting and finance (incl. banking), also very significant practical experience in management

MARIA MADALENA ROCHA PEREIRA



Madalena Pereira was born a 17 June of 1967 in Covilhã, Portugal, graduate from University of Beira Interior – UBI, Covilhã, Portugal with his first degree in Textile Engineering – 1990, received the award for best student of the year. Later adding a equivalent Masters in Textile Engineering and attend one year the Master of Management at UBI. His career first started as a Trainee Assistant and Researcher at UBI. Passionate with application of theory to practice, she worked ten years in the Textile and Clothing Industry in Covilhã City,

the “Portuguese Manchester”. Developed and finish the Doctoral Thesis with management and Textile Engineering area at UBI in 2007. With increased dedication to the University then became the Director of Master in Fashion Design and teacher also in IADE – Creative University in Lisbon in Master of Branding and Fashion Design. Today is a director of Master in Branding and Fashion Design (UBI/IADE-U), Director of Fashion Design course at UBI and Vice-President of Textiles Department, UBI. She has member of Unit Research UMTF, UBI and UNIDCOM, IADE-U and written over 20 papers and books in the field of Operations Management and Fashion Design, Management and Marketing, presented at numerous international conferences. She is also member of Textile Institute, UK and ITAA, USA.

ALBERTO MATTIACCI



Alberto Mattiacci (Ph.D.), after a degree in Economics and Business Management at Sapienza, took his Ph.D. at the University of Naples Parthenope. He had been teaching at the University of Siena for almost ten years and now he’s Full Professor of Marketing at Sapienza, University of Rome within the Department of Communication and Social Research (CORIS).

Teaching and research in the field of marketing management:

- *undergraduate level:* Market Driven Management

- *Master’s degrees:* Advanced in Marketing; TV Business Management
- *postgraduate level:* Master Marketing Management (Mumm at Sapienza University; MaMa-MaSa at Luiss Business School)

Professor Mattiacci is chief scientific referee at Luiss Business School Knowledge Center for Marketing, with responsibilities in order to projecting and teaching on executive and postgraduate courses.

He is General Secretary of *SIM (Italian Society for Marketing Studies)*, the scientific association of marketing researchers and managers whose goal is to bridge businesses and University.

He is member of the advisory board of *Sinergie, Micro & Macro Marketing, Mercati&Competitività, Journal of International*

Marketing Trends and of the *Euromediterranean Journal of Business*.

He's Scientific Director of Eurispes, one of the most important Italian private institution of research in society, politics and economics.

His research interest is on consumer marketing, strategic and niche marketing. His special

expertise is focused on food (PDO Protected Designation of Origin) and beverages (wine) industries, such as on Television and Media industry.

Professor Mattiacci has published over fifty books and articles on marketing.

MICHAEL FASS



Michael Fass has worked in commerce and industry in senior management positions at the Hays Group (logistics), Miles Druce-GKN (industrial services) and Tricentrol (oil exploration and

distribution). For 9 years he was the director of Scotland's largest community-based economic re-generation agency responsible for SME start-up and growth. He created Scotland's first programme for women and young people's enterprise using ESF funding; initiated a local venture capital fund using ERDF resources and was a founder director of the Prince's Scottish Youth Business Trust. He has worked on creating effective business partnerships for central and local government throughout the UK and the rest of the European Union. He has been involved in the design and delivery of LEADER (rural enterprise), MED INVEST (SME

development in the southern Mediterranean) and PHARE (SME development in the Republic of Poland) programmes. He managed the Institute of Directors development centre in Edinburgh for 10 years where he was responsible for a variety of director development training schemes, corporate governance and Board effectiveness activities. He has studied at a number of universities in the UK including: Cambridge (MA), Edinburgh (MTh) and Wales (DMin). He now teaches at graduate, master and doctoral levels at the Universities of Gloucestershire and of Wales.

His doctoral thesis was about resilient leadership and his research interests include: action research methods, corporate governance, entrepreneurship, human resource management, leadership, professional reflective practice, SME creation and growth and social enterprise.

He is the co-author of *The Vital Economy-Integrating training and enterprise* (1990) and *Faith in Governance* (2004).

GREEN ISSUES IN EDUCATION RESEARCH

Alina Pukhovskaya

Abstract

Major study objective and question addresses analysis of the differences and similarities in understanding of 'green issues' among scientists, professionals and people involved in the higher educational system worldwide. Research also aims to analyse the general trends and the discrepancies in perception of particular terms such as 'sustainability', 'ecology', 'bio', 'organic', 'green' etc. The diversity of opinions is expected among cultural, professional and age groups. It is an inductive qualitative research; therefore the concept will be still explored and redefined during the investigation period (Gibbs, 2007; Corbin & Strauss, 2008)

Key words: sustainability, ecology, bio, organic, green :all in education

Introduction

I have chosen to conduct a qualitative research implementing in a few cases elements of quantitative approach. This type of technic Creswell (2014) defines as a "mixed methods" research. I am sharing a point of view of Trochim (2006) that these two methods are inseparable at some levels. Nevertheless minor application of the quantitative methods will not affect neither my epistemological nor ontological assumptions. It will rather help to enrich the qualitative study with additional information integrated in overall results (Creswell, 2014).

Qualitative approach is designed in order to examine social processes and human behaviour (Stenius K. et al.), to discover inner experiences and opinions of participants about a phenomenon (Corbin & Strauss, 2008). Since the goal is understanding ('Verstehen'), description and explanation of the situation, consequently the proper epistemological consideration is interpretivism - which is also coherent with my subjective worldview. The main characteristics of this foundation, is that a subject of the social studies (person) differs from a subject of natural studies and therefore requires a distinctive

research process (Bryman & Bell, 2007). Moreover the world in interpretivism is perceived and interpreted through the mind of people (Gray, 2009) and cannot be measured directly (Rubin & Rubin, 2013). As a result of subjectivity of every single opinion, it is possible to question more than one person from the same organisational unit and still to receive a valid data.

Furthermore interpretivism gives more freedom in writing style, making it acceptable to write in the first person and to show personal point of view. It is possible because of the fundamental acceptance of subjectivity and that the researcher makes an impact on the results of the investigation (Rubin & Rubin, 2013).

Ontological considerations are concerned with the nature of social entities: whether they "should be considered objective entities that have a reality external to social actors, or whether they can and should be considered social constructions build up from the perceptions and actions of social actors" (Bryman & Bell, 2007, p. 22). My research approach will be build on the basis of ontological foundation called constructionism (also referred to as constructivism). This position states that social world is being constantly constructed by

Alina Pukhovskaya is PhD Candidate at the University of Vitez

social actors. Therefore researcher presents only one of the possible realities - not the definite unique one (Bryman & Bell, 2007).

These ontological assumptions will be adopted in the way the investigation is carried out

Research purpose

An aim of successful research design is to reach matching between the research question and research methods (Barbour, 2008). There is a number of ways available to design a qualitative research: in a form of observation, experiment, survey, case study and action research among others. Nevertheless, the majority of these designs are not applicable for the stated research problem, which deals with the international perception of given terminology. Therefore the chosen research design has to allow participants to express their opinions to stated questions and – even more important – to generate new ideas. Under these circumstances, the most rewarding design for this investigation is a survey research.

Survey is one of the best methods for the matters, which are not considered too private (Pratt & Loizos, 2003) and need a large study population. Moreover survey method permits gathering of both types of data, quantitative and qualitative, at the same time.

Based on the purpose of current research the priority is given to an explanatory type of survey. This type of survey first of all helps to explain the nature of phenomenon by raising the questions “How?” and “Why?”. And secondly it assists to find correlative relationships among

Research collection and data

Data collection process addresses two types of data - primary and secondary. Primary data will be obtained in a qualitative inductive survey research and will have a textual format. As stated by Miles & Gilbert (2005) it is typical for a qualitative research to work with descriptions in words. To gather this type of descriptive information exists a variety of methods. I will

variables (Gray, 2009) and to explain causation (Poole et al, 2000).

In this research will be used an inductive approach: the theory should emerge as a result of the investigation and analysis of patterns (Bryman & Bell, 2007; Gray, 2009). This approach is typical for the qualitative research (Bryman & Bell, 2007). It implies that instead of hypothesising about which categories people include in ‘green issues’ in each of the target groups, the participants will answer the open-ended questions and bring new options into investigation. This early stage of investigation will have yet more of exploratory character, which does not contradict with the general explanatory approach.

Another classification of surveys is determined by a manner how it deals with the time (Bailey, 1994). The ambition of this research is to undertake a longitudinal study of a large sample population. Since the probability to reach exactly the same people in this case is quite low (Poole et al, 2000), the research will be designed as a trend study. In a trend study, during each period of time will be questioned different (but with similar characteristics) individuals (Bailey, 1994). In general a longitudinal study serves to track changes over time and to analyse trends (Gray, 2009). It also supports better the causal claims rather than a cross-sectional study (Poole et al, 2000).

Apart of the time variation, the surveys can be distinguished also by geographical factor. Since the unit of my analysis is spread over several continents and countries - it is definitely a macro research (Bailey, 1994).

give the priority to self-report questionnaires, which is the most practical method in case of a large-scale macro research.

According to Miles & Gilbert (2005) there are three main characteristics of primary data collection in qualitative research. First, the research has always a focus though there are no pre-existing categories for analysis. Second, the respondents turn into co-researchers and are

encouraged to enrich the investigation with the new perspectives. The third aspect implies that the data is often obtained by multiple methods, what serves for a cross-validation of information.

In order to support the third point stated above I would like to use in addition to the questionnaires also elements of qualitative in-depth interviewing and email communication to verify and complement the data.

As one of the important sources of secondary data will stand out internet: web pages, platforms and online publications among others. However, also an extensive research of the available relevant literature will not be neglected and will represent theoretical context for the study. It is an important part of any research, to identify the gaps in scientific knowledge and to aim to provide findings, which can partially fill them (Barbour, 2008). Furthermore, the secondary sources of data may consist pieces of information, which are suitable for a new research – in this way considerable amount of time and effort can be saved (Pratt & Loizos, 2003).

As concluded by Creswell (2014) there are three common ways to use literature in a qualitative study: in the introduction, in a separated part or at the end. At this point I consider the placement of the literature review in the final section. It is the most suitable approach for an inductive study: the literature does not lead the research but supports and contrasts the findings ones they are done (Creswell, 2014).

Sampling

Miles & Gilbert (2005) note the specifics of sampling in qualitative research. Though both approaches - quantitative and qualitative – aim the application of the results besides the sample, nevertheless the 'generalizability' is understood differently. It is substituted in qualitative research by detailed specifications of the sample and description of the research context and assumptions, which makes it

possible to judge the transferability of the results to the other cases (Miles & Gilbert, 2005; Trochim, 2006).

Qualitative analysis does not deal with the traditional stratified random sampling, but rather intends to "sample broadly enough and to interview deeply enough that all the important aspects and variations of the studied phenomenon are captured in the sample" (Miles & Gilbert, 2005, p. 151). This approach is also called theoretical sampling in contrast to the statistical sampling and is used to form categories and discover their characteristics (Glaser & Strauss, 2012).

Since it is impossible to define an exact number n of participants in the social research, it will be relied on data saturation in order to decide when to stop sampling. Saturation means that during the process of data collecting the new insights and properties stop to appear (Creswell, 2014). It is critical to learn to recognise this saturation point after receiving repetitively similar results.

Sampling procedure of the current research is developed in a co-operation with European Retail Academy and based on their plenteous network. Therefore this is a non-random (Pratt & Loizos, 2003) purposive sampling (Trochim, 2006). Purposive sampling implies that all research participants have predefined qualities. In this case it means that they all have the needed level of education, working experience, expertise, and English proficiency and fall into one of the target groups. This type of sampling is more practical when it is needed to gather extensive sampling of ideas - not a representative sampling of a population (Kane & Trochim, 2007).

The anchor to the European Retail Academy (ERA will facilitate the international penetration of the research project due to the highly developed network of the academy. Thanks to their contacts the study population can comprise if needed up to 300 participants in each of two expected waves (Bailey, 1994) of longitudinal trend study. These are people from

different target groups: professors, students, businesses and other educating and non-governmental organisations. The criterion to select each of the target groups is a combination of socio-demographic and cultural representatively.

Chosen contacts are invited to participate in the survey by email sent out directly by European Retail Academy. They are encouraged to fill in a short questionnaire and as an incentive offered to receive in the future the results of the research.

Methods

As a main research technique for data collection I choose the modern information technologies: online questionnaires, communication through email correspondence and an interactive web page with a forum. All these tools present some forms of online research method. This innovative approach helps to go beyond the geographical limitations and time-zone constraints and assists in reaching out people who would not be accessible in another way (Miles & Gilbert, 2005). Moreover it permits to work with up to date information and to have a constant dialogue with the research participants.

For the research purposes I have created in collaboration with European Retail Academy an online platform dedicated to "Global Green University": www.european-retail-academy.org/GGU. I will have a part of my research diary (also called fieldwork journal; Gibbs, 2007) available online on this web page in a form of "News". This will help to avoid misinterpretation of data, which is often the source of critic of qualitative research (Stenius K. et al.). In this way I will create a bridge between theory and practice.

The same internet site will be used for Computer-Assisted Self Interviewing (CASI) by means of published online questionnaire. For the online survey is chosen a popular flat HTML form-based survey format, which is an extremely convenient and fast research tool

(MacElroy, 1999). It is a single web page questionnaire displaying consequently all types of questions. This list includes mainly open-ended questions, but also requires answers to closed-ended questions, which allows collecting parallel qualitative and quantitative data (Creswell, 2014). An open-ended question is an instrument, which helps the participants to express their views (Creswell, 2014) and share opinions in own words. Closed-ended questions in their turn help to gather the socio-demographic facts and details about present situation of the responders.

When the questionnaire is filled in online, it has to be submitted all at once. Nevertheless, this should not make any complications, since the completion of survey requires an average of only 15 minutes. Afterwards, in order to have a better control over the received data, the responders have to leave their email contact so that the communication can be carried on for the further explanations and clarifications (Miles & Gilbert, 2005). In this way I will be able to reduce the influence of the main limitation of the online surveys – the lack of control.

Another known disadvantage of web questionnaires is that only people knowledgeable in how to use a computer will be able to participate in the research, what may introduce a bias. Nevertheless, my target population consists mainly of scientists and professionals, which speak English and use internet and computer on a daily basis. Moreover I agree with the point of McGuire (2013) that critics of online methods have started to lose its actuality in the last couple of years. Texting in emails and social media became a norm of self-expression and often a preferred way of communication.

As mentioned before, I have decided to conduct a mixed method research and collect both quantitative and qualitative data. In order to achieve it, I will follow the approach proposed by Creswell (2014): first by means of a broad online survey gather general information and then focus on several qualitative in-depth

interviews in order to obtain further details. In my research I will rely mainly on the participants' views of phenomena (Creswell, 2014), therefore I see it important to implement an element of interviewing, which is the most enriching instrument for this purpose.

According to Rubin & Rubin (2013) the in-depth interviews have three common characteristics. First, the researcher is interested in the detailed answers and examples, not yes-no responses. Second, there are no answer categories provided and the interviewers are improvising by responding to the open-ended questions. Third, the questions and their sequence are not fixed – the exact set of questions can be determined during the interview depending on the answers and reactions.

The in-depth interview can be either structured or semistructured (Rubin & Rubin, 2013). I find a semistructured interview more appropriate for a research with a defined research question. Therefore, a number of specific questions will be prepared in advance and asked at some point of the interview, but the interviewer is still encouraged to exercise the initiative.

Analysis

Analysis means gathering of large amount of data and processing it into some new, clear ideas (Gibbs, 2007). Morse (1994) states that it is not a passive act, but an active process of reaffirming of questions and searching for answers during an accurate studying of data. It is a creative process of putting together pieces of information in a way that invisible becomes obvious, significant is separated from insignificant and facts, which might seem unrelated, get the logical connection. Any qualitative analysis according to Morse (1994) comprises four processes: comprehending, synthesizing, theorizing, and recontextualizing. The research method defines how exactly these processes are organised and weighted. Nevertheless the sequence mainly remains as stated above: before making any generalisation researcher has to reach a certain level of

understanding and only afterwards is possible the theorizing and finally recontextualizing on the basis of developed concepts (Morse, 1994).

Out of large number of distinctive techniques for analysis of qualitative data, I will give a preference to a content analysis in the earlier phase of research. It is an accepted method for interpretation of textual data (Silverman, 2011) and can be used both in quantitative and qualitative studies (Trochim, 2006). Hsieh & Shannon (2005) distinguish three main approaches of the content analysis: conventional, directed, and summative. All of them make an interpretation of textual data, but I will give a preference in my research to a conventional approach, in which coding categories are obtained directly from the text and not determined by the theory (Hsieh & Shannon, 2005).

has a specialized procedure, which can be very simple or complicated depending on how the researcher decides it to be (Neuendorf, 2002). Therefore the person who conducts this type of analysis has to obtain some particular knowledge and training (Neuendorf, 2002), but it is learnable and does not require outstanding abilities (Krippendorff, 2013). One of the central points of content analysis as a methodology is that everyone has a potential capability of coding (Neuendorf, 2002). After some practice, people with distinctive backgrounds should be sharing the same opinion about coding scheme, because of its objectivity and reliability (Weber, 1990; Neuendorf, 2002). This is a crucial requirement, which helps to guarantee the validity of the findings (Silverman, 2011).

Moreover Krippendorff (2013) emphasizes that every content analysis needs a context, which has to be described explicitly in order to make the analysis replicable for others (Bryman & Bell, 2007). The context represents "a world in which the texts make sense and can answer the analyst's research questions" (Krippendorff, 2013, p. 30). The context serves as a justification for the meaning and interpretation of the data;

it is a conceptual environment of the text (Krippendorff, 2013).

Content analysis is based on the assumption, that social action and human activity can be treated as a text, as a gathering of signs (Miles & Huberman, 1994). Normally these are written documents or transcriptions of verbal and visual communication material (Flick et al., 2004). One of the typical text examples for an application of content analysis is a use of open-ended questions in surveys (Weber, 1990; Hair et al., 2011), which is one of my main research methods. In this type of questions the respondent is expected to provide text answers in a free form. The analyst in its turn will organise these responses into simple categories with a clear label based on the common idea (Trochim, 2006). Moreover the content analysis can be applied in my research for the interpretation of in-depth interviews, letters, emails, blogs, articles and other similar content (Hair et al., 2011). All the data in form of tape or video recordings has to be precisely transcribed (Miles & Gilbert, 2005).

At this stage it is recommended to read completely all available text material in order to obtain a general picture. Nevertheless, it is important to keep in mind, that content analysis is a research technique, which helps to find an answer to the research question through the conclusions drawn from textual data (Krippendorff, 2013). Therefore having the research question well defined helps to read the texts for a purpose and more efficient. Any emerging ideas should be written down and kept in form of memos (Miles & Gilbert, 2005).

After having textual data ready, the first step is to reduce the amount of this data (we are interested only in its content level). This is normally done by means of summarizing, which

helps to generate a manageable amount of information with the preserved essential ideas (Flick et al., 2004). Afterwards will be done an inductive category formation, which implies the definition of content-related categories on the basis of text (Flick, 2004; Elo & Kyngäs, 2007). Therefore, if the words are located in the same category - they have some similarities in meaning (Weber, 1990). Also this procedure is referred by Miles & Gilbert (2005) as a coding.

If there are some unclear moments in the text, at this point should be done an explicating content analysis (Flick, 2004). It should help to gather additional supportive information to clarify questionable text.

Last step is called by Flick (2004) a structuring content analysis. It involves in general categorizing of categories, abstracting of the result and interpretation of the findings (Miles & Gilbert, 2005).

There is no 'right way' how to proceed with content analysis (Weber, 1990) and it is considered by some researches as 'overwhelming' and 'challenging' (Elo & Kyngäs, 2007). For this reason it becomes a common practise the implementation of computer-aided content analysis (Weber, 1990). Qualitative data analysis software is not an independent research method, but rather a tool, which helps to organise, to link and to code the information (Weitzman, 2000). These are only data organization techniques (Flick et al., 2004) without any function of integrated data analysis. Nevertheless, one of the appropriate tasks for a software program is an execution of relational analysis: exploring of differences, similarities and relationships among text or categories (Flick et al., 2004). Hence it can be used in my research, which objective is to make a comparison among target groups.

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POSSIBILITIES AND CHANCES OF USING ACTION AND CASE STUDY RESEARCH IN THE HEALTH CARE SECTOR

Manuel Heurich

Abstract

The purpose of this assessment is to provide an overview about action and case study research as well as an architecture of a possible action research study in the health care sector. To this end, this study starts with a literature review about the development and the current status of these research designs. Further on, the study takes a closer look at the action research approach, which is not as common as case study research. Considering action research in more detail, the study demonstrates the diverse types of action research and its generalizability. In a second step, the application of action research in health care studies, its possibilities and chances are investigated. It is shown that action research plays a notably role in the health care sector. At the end, the architecture of an action research study in the health care sector which is designed to find out whether the implementation of new organisational distributions of duties and responsibilities in a small German hospital can compensate disadvantages in economies of scale and scope is outlined. The outlined study will be conducted in spring 2014.

Key words: Action research, literature review, health service education

Literature Review

The origins of action research go back to Kurt Lewin, an American psychologist (Masters, J. 1995, 1). Lewin defines action research as "...a comparative research on the conditions and effects of various forms of social action, and research leading to social action" (Lewin, K. 1946, 35). Lewin emphasizes the importance of action research and that action research by no means is less scientific than other forms of science (Lewin, K. 1946, 35). According to Lewin, rational social management "...proceeds in a spiral of steps each of which is composed of a circle of planning, action, and fact-finding about the result of the action" (Lewin, K. 1946, 35).

Masters, who investigates the history of action research, carves out four basic themes of this

research approach (Masters, J. 1995, 2): empowerment of participants, collaboration through participation, acquisition of knowledge and social change. Beside these four themes, Masters, according to Zuber-Skerrit, as well as Lewin, emphasizes that a spiral of action research cycles consists of four major phases: planning, acting, observing and reflecting (Master, J. 1995, 2).¹ Referring to Rapoport, action research has two main objectives: on the one hand it should contribute the concerns of people in a real world situation and on the other hand action research has to satisfy the goals of social science (Rapoport 1970, 499). Meyer puts the participatory character, its democratic impulse and its simultaneous contribution to social science and change in the focus when doing action research (Meyer, J. 2000, 178). By these characteristics, action research is

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¹ According to Zuber-Skerrit 1991, 2

increasingly being used in healthcare settings (Meyer, J. 2000, 178). It is only possible by involving all stakeholders both in the questioning and scientific part, and in the action part (Bradbury, H., Reason, P. 2001, 2).

Case study research design, on the other hand, is very popular in business research (Bryman, A., Bell, E. 2011, 59). Eisenhardt and Graebner illustrate that some of the best known research studies in the field of business research are based on case study design (Bryman, A., Bell, E. 2011, 59). There are a lot of studies about case study research design (Bryman, A., Bell, E. 2011, 59 ff). One of the most famous and most cited works in case study research is that of Yin (Bryman, A., Bell, E. 2011, 60). Yin emphasizes the importance of being careful in choosing the

adequate research design and method (Yin, R. 2009, 5). According to Yin, every research design can be employed for the three main purposes – exploratory, descriptive and explanatory (Yin 2009, 7-8). There are three important factors which are crucial to choosing the proper research design: (1) The type of research question, (2) the extent of control that an investigator has over actual behavioural events, and (3) the degree of focus on contemporary as opposed to historical events (Yin, R. 2009, 8). Table 1 shows which research designs, according to Yin, may be used under different conditions. Because action research is not mentioned by Yin, it has been added by the author to the table to demonstrate its distinctions from case study design.

<i>Research Design</i>	<i>Form of Research Question</i>	<i>Requires Control of Behavioural Events?</i>	<i>Focuses on Contemporary Events?</i>
<i>Experimental design</i>	how, why?	yes	yes
<i>Survey/Cross-sectional design</i>	who, what, where, how many, how much?	no	no
<i>Archival Analysis</i>	who, what, where, how many, how much?	no	yes/no
<i>History design</i>	how, why?	no	no
<i>Case Study design</i>	how, why?	no	yes
<i>Action Research</i>	how, why?	yes	yes/no

Table 1 Relevant situations for different research designs, according to Yin 2009, 8

Blichfeldt and Andersen identify similarities between action research and case-study research (Blichfeldt, B., Andersen, J. 2006). Both, action research and case study research, are often used by social scientists for qualitative research. Action research is said to be employed especially to study change processes in social contexts and deviates from common research practice (Blichfeldt, B., Andersen, J. 2006). Case study research, like action research, embraces a wide range of perspectives and research designs. Both have a broad level of diversity in theory and practice (Blichfeldt, B., Andersen, J. 2006). Distinctions between case study research and action research are for example the involvement of the researcher as practitioner.

Even though both, action research and case study research, have an important practical influence, the involvement of the researcher in action research is generally more intensive (McKay & Marshall 2001, 49).

Action research as well as case study research have their advantages in doing research. Action research uses a more process-oriented approach and is often characterized by a self-involvement of the researcher in the context of his investigation (McKay & Marshall 2011, 49). Case study research, on the other hand, is more objective and begins with the researcher's interest in a particular phenomenon for which the researcher draws the basic conditions to

develop a theory. Research philosophy and types of action research

Depending on the research philosophy, different types of action research and case study designs are used. Masters gives a résumé of how different paradigms use diverse types of action research. Type one is the scientific-technical view of problem solving. This post positivism approach goes back to the early advocates of action research, such as Lewin or Radke (Masters, J. 1995, 3). Thereby, a project or event is initiated which is based on the ideas and thoughts of the researcher and the researcher realizes the project. Holter adds that the major thrust of this kind of action research is deductive in validating and refining existing theories (Masters, J. 1995, 3). This type is reminiscent of the experimental research approach. Meyer, according to Hart and Bond, defines this as the experimental type of action research in the four basic action research types (Meyer, J. 2000, 180; Hart, E., Bond, M. 2000, 98ff).

The second type of action research is the mutual-collaborative or practical-deliberative one (Masters, J. 1995, 3). This interpretivist perspective defines the research problem not until a dialogue between the researcher and the practitioners. The comprehension of the practitioners is greater than in the first type. This mutual-collaborative approach correlates with the "professionalising" action research type in the typology of Meyer according to Hart and Bond (Meyer, J. 2000, 179; Hart, E., Bond, M. 2000, 98ff).

Enhancement characterizes the third critical-emancipatory action research approach (Masters, J. 1995, 5). Using this approach, the researcher follows two goals: on the one hand he wants to increase the closeness of the practitioners to the theory of the researcher and on the other hand the practitioners should be assisted in order to identify and solve fundamental problems on their own (Masters, J. 1995, 5). Hart and Bond name this type of action research empowering. Practitioners become "active" researchers in a situation of shared roles in which the action is in

the foreground (Meyer, J. 2000, 179; Hart, E., Bond, M. 2000, 98ff). Generalizability

The generalizability of action research is limited because of its focusing on problem solving and collaboration with participants (Hart, E., Bond, M. 2000, 103). Action researchers with post-positivism paradigm, such as Lewin, an advocate of the scientific character of action research, may see this different. Hart and Bond are probably in so far right, that the reliability and replicability may be difficult in some cases, because of the specification of the project or task.

The question is rather how to interpret generalizability. Another way of looking at generalizability in action research is to ask other questions such as: What might be transferrable from one project to another? Is the situation confronting me already solved in an action researched study? (Hart, E., Bond, M. 2000, 104). Bond goes so far as to suggest the replicability of an action research study by transferring skills adopted in an action research to a new job, when for example changing the job (Bond et al 1998, 121). This approach is also followed by the author. Action research cannot be generalized for a whole population, but the findings may be applied to other tasks. For example by using the solutions of an action research study by employees in new situations or companies.

Summing up the philosophy, typology and generalizability of action research, there is a great diversity of typology to do action research. Compared to other research approaches, the relationship between research and action, researcher and client, as well as specification and generalizability are various (Hart, E., Bond, M. 2000, 104). Because of this variety, action research can be used by different paradigms of ontology and epistemology.

Possibilities and chances of action research in health care research

There are numerous studies in the health care sector using action research design, because of

its practical and problem solving approach on the one hand and its gaining credibility in science on the other hand (Meyer, J. 2000, 180). Meyer did an interesting work with the objective to facilitate closer partnerships between staff and users in hospitals by introducing lay participation in care (Meyer, J. 2000, 180). Another study targets health visiting, and yet others focus on team creation. This shows that there is a great diversity of studies using action research design.

Being a practitioner in the health care sector as well as a researcher, action research constitutes a very useful research design for the author to combine scientific appendages with practical tasks. For the following tasks, action research might be the appropriate research design.

Small companies, especially hospitals with less than 100 beds, don't benefit from economies of scale and scope. These small hospitals have to be innovative, market sensitive, effective and efficient to compensate for the disadvantages of their size. One option for compensating some of the missing economies of scale and scope is the distribution of duties and responsibility in order to create deeper know-how and to generalize the experts. To find out whether this approach works or not, an action research study can be implemented. A possible side action of this research might be an increasing effectiveness through the extension of the field of vision of the individual employee. A possible action research design can be assembled as follows.

Development of an action research study

Below, the architecture of an action research study is outlined. The study is drawn to find out whether it is possible for a small German hospital to compensate disadvantages in economies of scale and scope by implementing new organisational distributions of duties and responsibilities.

a) Research philosophy, type of action research and objectives: The project and research question is initiated and defined by the investigator. The researcher plays the role of a facilitator that is differentiated from the

participants. Therefore, it is a post-positivism approach of action research. The objectives are to find out whether small hospitals are able to compensate economies of scale and scope by new and innovative organisational forms. At the same time, the quality for the patients may not suffer by these new organisational forms.

b) Planning and Methods: The baseline for evaluating any improvement will be established by two surveys. One survey analyses the confidence of patients before any organisational changes by the action research study. The confidence will be measured by a standardised questionnaire. The second survey measures the economic outcomes by evaluating statistical key figures of the division in matters of product prices, revenue per person, time per patient (in order to measure the process quality), labour cost rates and cost of material rates. Based on these surveys, which have to be carried out at the beginning, the researcher draws an at least 6 months development programme. After the 6 month period the evaluation will be carried out by standardized questionnaires in order to measure the patient's confidence and by economic key figures as shown above. In addition, interviews with the employees will be carried out in order to compare the impressions of the employees.

c) Participation and Democracy: An action research team consisting of theatre nurse, nurses, physicians and admin staff has to be established. The employees are going to be instructed carefully on additional functions and responsibilities in value adding fields along the value chain. To this end, weekly appraisal interviews and trainings will be implemented. The researcher will act as facilitator and conductor to give support and new value adding ideas. The objective is to empower the employees to generate greater and deeper knowledge and to increase their value for the company and for themselves. The participants will have collaborative meetings in multidisciplinary teams in order to exchange their experiences. The researcher is able to

absorb feedback, positive and negative, and ideas for improvement. d) Spiral of action research cycle

Spiral of action research cycle in health care

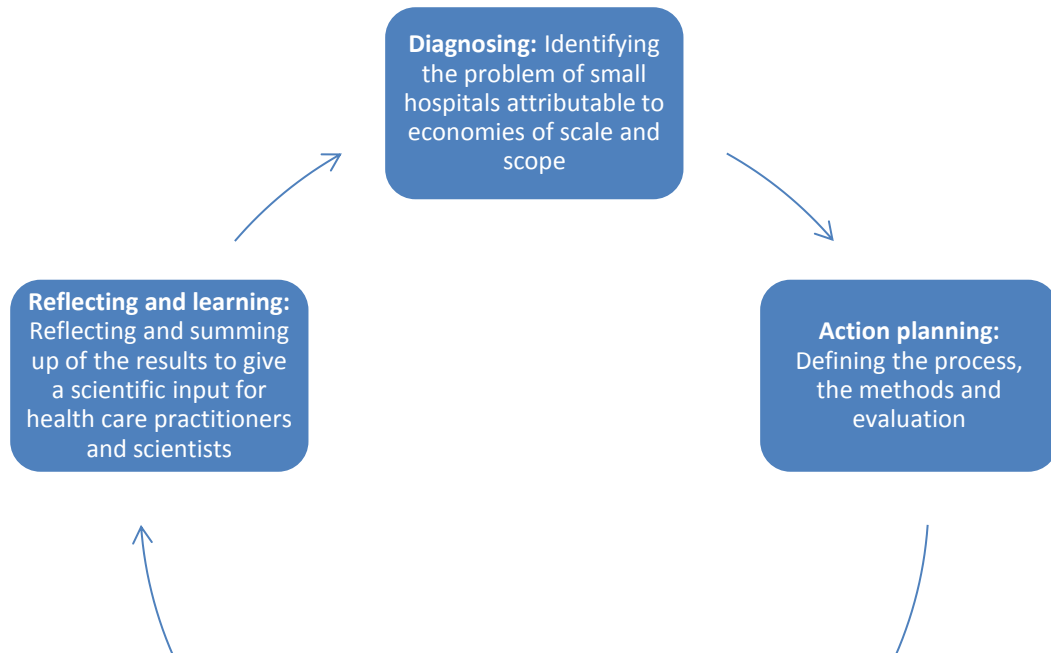


Figure 1 Spiral of action research cycle according to Hart, Bond 2000, 90

Conclusion

Action research study can be a very useful and practice-oriented research design, especially in the health care sector. There are already numerous action research studies in the health care sector, because the results are meaningful and utilizable for both, practitioners and researchers. The architecture of the action research study shown above is suitable for

conducting the research at a later point in time and for producing probability? and significant findings. For this reason, the research will be implemented in the Cambomed Klinik, a practitioner's hospital in southern Germany with multi-specialist departments and currently 28 beds. The realization of the study is planned for spring 2014.

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ALDEIAS DE MONTANHA - OFERTA TURÍSTICA INOVADORA NA SERRA DA ESTRELA

António Costa Gonçalves & José Eduardo Brinca

Resumo

A proposta de revisão do Plano Estratégico Nacional do Turismo (PENT) apresenta como produto estratégico, para a Região Centro, o Touring – Turismo Cultural e Religioso enquanto que para os produtos em desenvolvimento consagra o Turismo de Natureza e de Saúde e Bem-Estar. Estes dois últimos segmentos da oferta turística encontram na Região Centro de Portugal uma natureza generosa, quer pela rede hidrográfica desenvolvida, quer pelo clima e geologia que permitem uma abundância de águas de nascente em plena área protegida – Parque Natural da Serra da Estrela.

O projecto das Aldeias de Montanha inclui 9 núcleos do Concelho de Seia caracterizadas pelo seu povoamento e arquitectura tradicional e economia agrária, em plena paisagem de montanha.

Na génese desta dinamização social, pretende-se estabelecer um convívio salutar entre gerações e realidades distintas, estando cada aldeia dotada de um mediador – o Guardião da Aldeia – que introduzirá o visitante/turista nas ruas e recantos mais escondidos, ajudando na descoberta e interpretação do património nas suas diferentes aceções. Em suma, criam-se vivências personalizadas. A valorização dos recursos endógenos é também uma premissa basilar traduzida, por exemplo, numa Rede de Sabores de Montanha, onde a gastronomia é um sinónimo de bons produtos tradicionais que são por esta via valorizados “desde a terra até à mesa”.

A definição de percursos pedestres temáticos, tirando partido do enquadramento paisagístico, é outra componente, assim como o bed & bike que pretende envolver os agentes turísticos locais (alojamento e restauração). Prevê ainda, a criação de uma bolsa solidária que permitirá aos visitantes a aquisição de produtos agrícolas e de artesanato distintos, mas genuínos e devidamente certificados promovendo a valorização económica e a auto-estima das populações. Há ainda a possibilidade de prestação de trabalho solidário, mesmo que simbólico, durante a visita sendo uma outra forma de interação que se pretende genuína facilitadora de sociabilidade(s) e emoções.

Assim, pretende-se que os 9 núcleos seleccionados se materializem em Aldeias Inovadoras em matéria de sustentabilidade e que envolvam parceiros estratégicos exteriores em ações-piloto.

Palavras-chave: aldeia inovadora e turismo solidário

• **Notas Metodológicas**

A presente reflexão, por uma questão de operacionalidade terá como enfoque a Aldeia de Vide que integra a Rede das Aldeias de Montanha, sendo sustentada, quer pelo conhecimento empírico do território que os autores detêm, quer pelos resultados obtidos através da pesquisa directa. Na recolha de dados, considerando a necessidade de recorrer

a fontes primárias de informação, foram elaborados inquéritos e entrevistas. A técnica de recolha de dados por inquéritos sob o formato de questionário foi aplicada a uma amostra de 21 visitantes/turistas. A técnica de inquérito por entrevista foi aplicada ao Presidente da Junta de Freguesia de Vide, à Coordenadora Técnica da Câmara Municipal de Seia responsável pelo Projecto das Aldeias de Montanha, ao Presidente do Centro de Dia de Vide e aos

estabelecimentos de comércio, restauração e similares desta Aldeia.

Como questões de partida enquadradoras dos objectivos pretendidos podem destacar-se: a Rede das Aldeias de Montanha poderá contribuir para o desenvolvimento local, contrariando o abandono rural?; Quais os impactos expectáveis que se estabelecerão entre visitantes/turistas e a população residente?; A recente classificação em Aldeia de Montanha induzirá novas práticas de reabilitação do património edificado?

- **As Aldeias de Montanha no contexto de desenvolvimento do meio rural**

Embora não sendo um problema recente, nem exclusivo da realidade portuguesa, o despovoamento e conseqüente abandono das regiões do “interior” de Portugal Continental agudizou-se nos últimos trinta anos. Esta situação, tendo uma expressão considerável na segunda metade do século XIX, quando se deram os primeiros passos da “indústria nacional”, foi acentuada na década de 60 com os fortes fluxos de emigração e na década de 80, com a incapacidade para competir com a agricultura e pecuária do mercado único da União Europeia (U.E). Assim, a preocupação na procura de soluções adequadas ao desenvolvimento rural tem sido alvo de múltiplas abordagens e debates, consensuais no papel de alavancagem que o turismo rural pode dar ao desenvolvimento em meio rural.

Além das actividades agro-pastoris e do artesanato que tradicionalmente caracterizam a economia rural, as raízes da população urbana e a necessidade de contacto com a natureza por oposição ao *stress* do quotidiano citadino, deram ênfase ao turismo rural, que tem agora um papel de extrema importância na revitalização do meio rural, relacionando-se

harmoniosamente com as actividades tradicionais das aldeias.

Sem dúvida mais antigas que o turismo, as actividades de recreio em espaço rural atravessaram ao longo da história três fases fundamentais: uma muitíssimo longa, durante a qual elas diziam somente respeito às comunidades que aí habitavam, uma segunda ligada ao desenvolvimento e penetração do estilo de vida urbano, em que a cidade é o lugar de recreio por excelência, quer para os seus habitantes, quer mesmo para os rurais das imediações das cidades, e finalmente, uma terceira em que o espaço rural se assumiu novamente como local de acolhimento de actividades de lazer e recreio, atraindo agora os urbanos (Moreira: 1994; 66).

As práticas agrícolas são as actividades de maior relevo para o desenvolvimento local no meio rural. Além da sua função tradicional de produção de alimentos para subsistência das famílias e abastecimento dos mercados têm um papel determinante na manutenção e preservação das paisagens rurais, do meio ambiente e da biodiversidade.

Esta visão da agricultura, valorizando um conceito de multifuncionalidade permite encará-la para além da produção dos bens alimentares, mas também como potenciadora de outras funções: sociais, ambientais/paisagísticas, estéticas, culturais/pedagógicas recreativas e de preservação do património e identidade.

Considerando esta perspectiva a agricultura constitui um factor-chave do desenvolvimento rural contribuindo para a fixação das populações, preservação e valorização dos recursos e produtos locais, tendo como horizonte a garantia de sustentabilidade das explorações agrícolas a curto, médio e longo prazo.

No território das Aldeias de Montanha a exploração mineira e de resinas outrora de grande expressão, não encontraram oportunidades nas mudanças ocorridas. As práticas agrícolas baseadas numa economia agrária de montanha onde se destaca actividade pastoril, predominando o gado de pequeno porte (ovino e caprino) continuam a apresentar-se como uma imagem de marca destes espaços serranos.

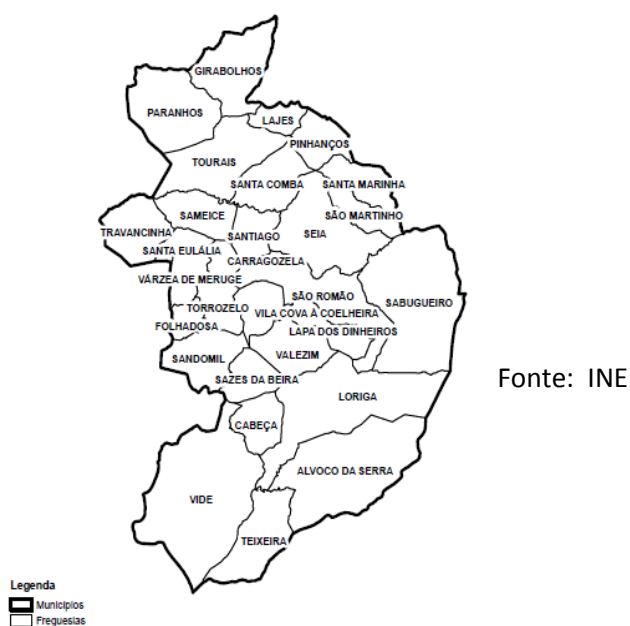
- **Território**

O Programa da Rede de Aldeias de Montanha foi criado pela Câmara Municipal de Seia, na perspectiva de alargar a oferta turística do concelho, procurando atenuar a sazonalidade da procura turística. Localizada na vertente

ocidental da Serra da Estrela, Seia é uma porta de entrada para o Parque Natural da Serra da Estrela (PNSE), o qual se estende por quinze Freguesias Senenses. O Concelho de Seia integra o distrito da Guarda, a NUT II Centro e a NUT III Serra da Estrela – a 550 m de altitude, é composto por vinte e nove freguesias e cerca de 115 pequenas povoações, com uma superfície de 435,7 km².

A população residente é de 24 641 habitantes (Censos 2011), com uma densidade populacional, baixa, de 56,55 hab./km². Dista 98 km de [Coimbra](#), 298 km de [Lisboa](#) e 163 km do [Porto](#). É servido principalmente pelas Estradas Nacionais 17 e 231, que permitem uma ligação às Auto-Estradas A1, A23, A25 e ao [IP3](#).

Figura 1 – O Concelho de Seia



Uma vez que o Concelho de Seia se insere na Serra da Estrela, o seu clima é fortemente influenciado pela altitude (1993 m) inserindo-se no subtipo climático de Martonne “temperado com estação fria” (Marques: 1996; 46). Assim, de um modo geral, os Invernos são rigorosos, com queda de neve e frequente formação de geadas. Os verões são quentes e secos. Os ventos de Oeste, como vêm saturados de

humidade, descarregam aqui a precipitação sob a forma de neve ou chuva, mas com menor ocorrência nos vales interiores. A sua precipitação média anual varia de 2500 mm no topo dos montes, até cerca de 1000 mm na base das vertentes, entre Novembro e Março essencialmente.

A quantidade de chuva é sempre mais elevada nas vertentes Noroeste e Oeste, do que nas vertentes de Este e Sudeste, voltadas já para os planaltos secos do interior. As temperaturas mínimas variam entre os -16º C nos meses de Janeiro e Fevereiro, registadas nas Penhas da Saúde e as temperaturas mais elevadas registam-se em Julho e Agosto, com temperaturas máximas registadas a ultrapassar os 30º C, razão pela qual é uma região muito vulnerável ao risco de incêndio.

A queda de neve regista-se com maior frequência no mês de Fevereiro (7,7 dias). O número médio de dias por ano com queda de neve é de 37,3 dias e o número de dias com o solo coberto de neve é em média de 60,5 dias por ano.

Seia insere-se num maciço montanhoso, constituindo um alinhamento que se estende desde o Distrito da Guarda até ao Maciço da Lousã. Os seus planaltos são alongados no sentido Sudoeste-Nordeste e as altitudes mais elevadas registam-se a Sudoeste, designadamente o Planalto da Torre com cerca de 1993 m e diminuem gradualmente para Noroeste, onde a partir da Guarda, a montanha se confunde mais com planaltos da Beira Transmontana e estende-se assim até terminar em depressões.

É no Parque Natural da Serra da Estrela que nascem três rios nacionais: Mondego, Alva e Zêzere. O Rio Mondego tem a maior bacia hidrográfica, relativamente aos que nascem em Portugal, e recebe, como afluente, o rio Alva na localidade de Porto de Raiva, Concelho

de [Penacova](#). O Rio Zêzere é afluente do Rio Tejo e ao passar por Manteigas percorre um vale tipicamente em “U” denotando a influência da última glaciação neste território.

Quanto à vegetação existe uma vasta área coberta essencialmente por pinheiro bravo, tendo o castanheiro uma presença importante. Esta grande extensão de floresta constitui um importante recurso para a economia local. Considerando a criação secular de rebanhos de ovinos, associada à transumância, desenvolveram-se igualmente áreas arbustivas onde predominam as giestas, as urzes, os sargaços, o rosmaninho e a carqueja que na Primavera emprestam um colorido próprio à paisagem serrana.

Coexiste com a vegetação desta região uma biodiversidade de espécies animais protegidas como é o caso da lontra, a toupeira-de-água, a cegonha negra, águia de asa redonda, a salamandra-lusitânica, o lagarto-de-água e a lagartixa-da-montanha.

- **O Projecto da Rede das Aldeias de Montanha**

Integram a Rede das Aldeias e Montanha (RAM) nove Freguesias do Concelho de Seia - Alvoco da Serra, Cabeça, Lapa dos Dinheiros, Loriga, Sazes da Beira, Sabugueiro, Teixeira, Valezim e Vide – inseridas no PNSE. Trata-se de um conjunto de aldeias e vilas dispersas na montanha, alojados em vales cavados por rios e ribeiras que têm as suas nascentes nos altos da Serra.

Figura 2 – Rede da Aldeias de Montanha



Fonte: Câmara Municipal de Seia

São aglomerados populacionais que atingiram um ponto de elevado desequilíbrio entre a baixíssima taxa de natalidade e o elevado índice de envelhecimento de que resulta a sua incapacidade para assegurar o seu rejuvenescimento. A leitura dos dados do Instituto Nacional de Estatística (INE) permite inferir que este concelho continua a registar um decréscimo populacional. De 1960, até à actualidade, assistiu-se, neste concelho, a uma perda de cerca de 1/5 da sua população total (aproximadamente 7800 habitantes).

De acordo com as estratégias definidas no Plano Estratégico Nacional do Turismo (PENT) e, em particular no Plano Estratégico de Desenvolvimento Integrado do Turismo da Serra da Estrela (PETUR), instrumentos que de uma forma modo formal gerem e organizam o território em que a RAM se insere, enquanto destino turístico, preconizam para esta área dois produtos estratégicos: o *Touring* – Turismo Cultural e Religioso e o Turismo de Natureza, que para além da tradicional oferta turística da Serra da Estrela, com base na neve e na montanha, propõem novas temáticas como a natureza, a gastronomia, a saúde e a ciência.

Figura 3 – Logotipo da Rede das Aldeias de Montanha



Fonte: Câmara Municipal de Seia

Cada uma destas aldeias deve cumprir determinados requisitos para dar corpo à “marca” de Aldeias de Montanha e assim se poderem inserir no Projecto. Como principais critérios podem destacar-se:

- Integração no concelho de Seia;
- Possuírem uma forte identidade ligada à cultura e à paisagem serrana;
- Edificações em xisto ou graníticas;
- Economia agro-pastoril de subsistência;
- Constituírem pequenas comunidades hospitaleiras e solidárias no seu quotidiano.

Este projecto, sustentado no turismo rural, procura contrariar o despovoamento/isolamento e o envelhecimento da população, criar mais emprego, diversificando as actividades económicas essencialmente agro-pastoris de subsistência, dar mais sustentabilidade aos solos agrícolas pouco férteis, atrair visitantes/turistas de todas as idades, melhorar os acessos, numa dimensão restrita, para que não se favoreça a indesejável massificação. A reabilitação de edificações abandonadas, mantendo o traçado arquitectónico, será uma medida prioritária na valorização deste território. A relevância dada à reabilitação do património edificado e cultural é justificada pelo seu contributo na sustentabilidade e

salvaguarda da identidade deste território. Esta intervenção permite por um lado recuperar o perfil original das aldeias, ao mesmo tempo que facilita o envolvimento da população ao facultar-lhes melhores condições de vida e mais-valias económicas e sociais.

Para a promoção deste objectivo é essencial definir o estilo arquitectónico e paisagístico inerente ao território, manifestando uma preocupação de coesão na RAM relativamente a este conceito. Sendo um espaço serrano, o xisto e o granito prevalecem, mas é fundamental prevenir os “atropelos” que muitas vezes por desconhecimento ou por insensibilidade, levam a construções que desfavorecem a paisagem integradora que singulariza este território. Neste sentido, este projecto propõe um plano específico para cada uma das Aldeias de Montanha que contempla critérios de salvaguarda de natureza urbanística, arquitectónica e paisagística, definindo normas comuns de intervenção.

Ao nível das infraestruturas, são muitos os constrangimentos que surgem num território despovoado, quer pela falta de mão-de-obra, quer pela fraca escolarização da população residente, pouco receptiva à mudança. Atrair investimento privado para as áreas da hotelaria e restauração, com especial sensibilidade para a qualidade e especificidade da oferta desejada é uma das mais ambiciosas tarefas deste projecto.

Figura 4 – Casas Serranas em Xisto



Fonte: Autores

É consensual que a montanha constitui um local privilegiado para o repouso, meditação, e prática desportiva. Estudos recentes sobre as tendências do turismo europeu, apontam para o novo conceito de “*slow travel*” na Europa Ocidental. Confrontados com elevados níveis de *stress*, os turistas procuram, nas suas férias, alívio para a constante pressão do quotidiano e descobrem no “lento” mundo rural, prazeres simples, mas autênticos, sem preocupações de tempo ou obrigações. Esta tendência é também reforçada pela “crise de valores” que a vida em meio urbano tem gerado, conduzindo a procura turística citadina para o espaço rural, surgindo como factor decisivo das escolhas a tranquilidade que permite a degustação de uma

gastronomia autêntica e a partilha dos saberes ancestrais com as comunidades locais.

Na prossecução destes objectivos, o projecto RAM mais do que criar “aldeias museu”, tomou, como suporte para o esboço e futura consolidação deste produto turístico os valores dos recursos e identidade presentes no território. Assim, identificou *a priori* três *labels* (o *eco label* pela garantia da sustentabilidade e revalorização da prática agrícola e florestal, o *sócio label* em que o turismo vem para benefício das comunidades locais e o *heritage label* pela necessidade de preservar a herança cultural e natural destas comunidades) e cinco produtos turísticos mais ajustados às potencialidades que se traduzem em treze negócios coletivos, sumariamente descritos no seguinte quadro:

Quadro 1 - Rede de Aldeias de Montanha: Negócios Colectivos

RECURSOS/VALORES	PRODUTOS	NEGÓCIOS COLECTIVOS	ACTORES
<ul style="list-style-type: none"> Recursos paisagísticos e naturais Monumentalidade e outros recursos culturais Natureza e biodiversidade Ruralidade, Património Vernacular e Saberes Tradicionais Identities e imaginários colectivos Recursos cinegéticos e Pastorícia Gastronomia e Vinhos 	<ul style="list-style-type: none"> <i>Touring</i> - Turismo Cultural e Religioso Turismo de Natureza Turismo de gastronomia e vinhos Turismo Rural; Turismo Solidário 	<ul style="list-style-type: none"> Guardião da Aldeia (elo entre a aldeia, o Centro Dinamizador das Aldeias e o turista/visitante) Os Caminhos da Montanha (Percurso entre as aldeias) Refúgios d’Aldeia (Ponto de acolhimento ao visitante) Residências Criativas (espaços artístico-culturais) Rede de Sabores da Montanha (Gastronomia e vinhos) Centro de Artes e ofício (centros de recuperação de artes e ofícios tradicionais) Projeto “Aldeia em transição” (comunidade verdadeiramente sustentável) Bolsa Solidária (troca justa de produtos locais) Montanha viva (recuperação do sector primário) A Horta da Aldeia (recuperação de terrenos abandonados) Aldeias inovadoras (Show de novas tecnologias no Sabugueiro) <i>Bed & Bike</i> (alojamento vocacionado para praticantes de BTT) Montanha acessível 	<ul style="list-style-type: none"> CMS/CISE/Centro Dinamizador das Aldeias Juntas de Freguesia Agentes turísticos locais IPSS e outros agentes sociais e locais Associações & Outras Colectividades Agentes externos: ICBF Escolas Formação I&D Vodafone Outros

Fonte: Câmara Municipal de Seia

Para estruturar a oferta turística de forma coerente identificaram-se nas potencialidades do território um conjunto de valores que lhe conferem personalidade própria e o diferenciam, eventualmente de outros destinos (CMS : 2011):

- **Aldeias Genuínas** com os encantos da Montanha, vividas e transformadas pelo tempo e que encerram testemunhos de grandes correntes de migração;

- **Aldeias Orgulhosas** onde as adversidades da serra, da interioridade e do isolamento desafiaram estas populações, que de forma sábia souberam adaptar-se promovendo um equilíbrio com a Natureza, numa base de auto-suficiência de que se orgulham;

- **Aldeias Sagradas** onde a arquitectura religiosa se confunde com o quotidiano das suas gentes, desde a igreja, à lápide, ao sino que “marca” o ritmo da oração e do trabalho.

- **Aldeias Memoriais** porque encerram em si mesmo a herança e memórias de um passado, presente nas lembranças das conversas quotidianas;

- **Aldeias Sãs** numa relação directa com a Natureza de auto-sustento, retirando da terra os alimentos que esta lhes podia dar, numa atitude sábia de sustentabilidade;

- **Aldeias Refúgio** onde o isolamento ditado pela própria montanha, proporcionou a muitos abrigo, alguns mesmo renegados como relatam muitas lendas ligadas a este território;

- **Aldeias Generosas** pelos frutos que dão ao Homem, com as cabradas a subirem à Serra ou pela abundância de água cristalina;

- **Aldeias Calorosas** com gentes convidativas e hospitaleiras, sempre muito disponíveis para conversar.

- **Caso de Estudo - Vide**

Vide é o exemplo mais paradigmático do território das Aldeias de Montanha, onde as fragilidades se evidenciam de forma acentuada:

- é a terceira maior freguesia e a mais distante da sede do Concelho – gravitam em torno desta freguesia um conjunto de 27 pequenas povoações, muito dispersas na montanha, onde o isolamento é ainda mais acentuado;

- embora se destaque como a segunda Aldeia de Montanha relativamente á população residentes, é a que apresenta menor densidade populacional e, onde o despovoamento se sentiu de forma acentuada (entre 2001 e 2011 perdeu cerca de 30% da sua população) com um índice de envelhecimento elevado;

- situada no extremo sudoeste do concelho, é a mais distante, à sede Concelhia e de Distrito e a que apresenta maiores problemas nos acessos, razão do frequente contacto da sua população com Coimbra, que à mesma distância da sua sede de distrito, encontra uma melhor acessibilidade, pela rede de transportes e de estradas de que dispõe;

- considerando a Serra da Estrela o suporte físico da RAM, Vide é a Aldeia que apresenta menor altitude onde se sente o rigor do Inverno, ocorrendo raramente a queda de neve. É uma Aldeia onde os constrangimentos ditados pela morfologia do espaço serrano são mais visíveis, alojada num vale profundo e “encravada” entre os contrafortes da Serra da Estrela e da Serra do Açor.

Figura 5 – Vide: ponte sobre a Ribeira de Alvoco



Fonte: Autores

Mas se a sua localização determinou um maior isolamento da sua população, este mesmo isolamento criou as condições para que Vide seja, neste território das Aldeias de Montanha, um espaço onde as adversidades constituem em si mesmo oportunidades: apresenta um conjunto paisagístico muito genuíno, onde o mosaico agro-silvo-pastoril reúne ainda os traços mais singulares de região. Na paisagem, destaca-se o casario de xisto, numa envolvente de terrenos em forte declive onde se construíram sistemas de socalcos que permitem o aproveitamento agrícola numa grande variedade de culturas, entrecortadas por matos, lameiros, muros em pedra e manchas florestais.

Em todo o seu redor predominam as manchas de pinheiro bravo, salpicadas, sobretudo na Primavera, pelo colorido das giestas, da urze, do rosmaninho e da carqueja. A água é abundante nesta Freguesia, existindo diversas linhas de água que correm para as quatro ribeiras de montanha que atravessam esta região e que em Vide confluem na Ribeira de Alvoco, que a jusante se aflui ao Rio Alva. Estes cursos de água cristalina, servem de suporte a uma vigorosa e diversificada vegetação ribeirinha, oferecendo,

nas suas margens, excelentes locais para a pesca desportiva e para o lazer. Da diversificada fauna fluvial, merecem especial destaque a truta e a lontra, espécies que “atestam” a pureza das águas, com elevado nível de oxigenação. Podemos ainda considerar nesta Aldeia um conjunto de características que a integram naturalmente na RAM:

- o seu relativo distanciamento permite encontrar nesta aldeia percursos sítios e lugares quase “paradisiacos” em função da pouca acção antrópica;
- na diversidade de povoados que constituem a Freguesia são visíveis testemunhos de práticas comunitárias ancestrais, com especial destaque para os valores da solidariedade;
- o património cultural distingue-se nesta aldeia pela importância do Núcleo de Arte Rupestre e vestígios romanos, além do património religioso;
- o acentuado envelhecimento da população, associado ao seu isolamento, fez crescer em Vide um conjunto de IPSS, das quais se destaca o Centro de Dia, por ser um agente activo neste projecto, sobretudo pelo facto de diariamente percorrer/visitar todos os povoados e

estabelecer com os idosos um contacto privilegiado;

- Vide não tem grande oferta na área de hotelaria e restauração, podendo destacar-se no seu acervo de estabelecimentos comerciais um dos melhores restaurantes do Concelho.

Justificando-se, metodologicamente, na presente caracterização o contributo do trabalho de campo efectuado será apresentada uma síntese dos resultados apurados. No inquérito realizado, a 21 visitantes/turistas de Vide, a maioria dos inquiridos é do sexo masculino, com idades compreendidas entre os 24-64 anos, sendo o número de homens de 57% e o de mulheres de 33%. Quanto à população idosa, é em ambos os sexos de 5%, em minoria face ao total dos inquiridos.

Nas variáveis referentes à ocupação e habilitações literárias dos inquiridos salienta-se a predominância de inquiridos no activo (76%), com Licenciatura (57%) e com Ensino Secundário de 29%.

Relativamente à questão que indagava sobre as *“razões que levaram os inquiridos a visitar o local”* registou-se uma maior incidência de respostas nos valores da paisagem, o repouso, o património cultural e em certa medida as festas e romarias são de longe os principais factores que atraem os visitantes/turistas. A oportunidade de evasão ao *stress* associado às emoções da paisagem serrana é sem dúvida a razão que maior atracção exerce sobre os visitantes/turistas.

Quanto à questão que pretendia auscultar a opinião dos inquiridos relativamente *“aos principais objectivos do Projecto da Rede de Aldeias de Montanha”* foram expressas várias preocupações: com o despovoamento, onde a população jovem diminuiu de forma acentuada; a reabilitação do património edificado e cultural, já que os sinais de abandono são evidentes na

paisagem e em terceiro lugar a necessidade de uma maior oferta de alojamento e restauração.

Verificou-se ainda que a maioria dos inquiridos não conhecia o projecto da RAM, o que pode indiciar uma eventual falta de divulgação. A maioria dos inquiridos considerou que a melhor forma de divulgação será por via dos *media*, seguindo-se os mapas e a sinalética.

Tendo todos os inquéritos sido realizados em Vide - caso de estudo -, todos os inquiridos responderam que já conheciam ou estavam a conhecer esta Aldeia, seguindo-se Loriga, Teixeira e Sabugueiro no grupo das mais conhecidas. É de salientar que Teixeira é uma Aldeia contígua a Vide. Loriga é uma vila e, tal como Sabugueiro têm maior visibilidade turística pela sua proximidade à Torre (topo da Serra da Estrela). Já Lapa dos Dinheiros e Sazes da Beira denotam ter menor divulgação turística.

O Restaurante Guarda-Rios é o mais procurado/recomendado, não só por se localizar na freguesia de Vide, mas também por estar inserido num espaço com uma paisagem muito apelativa (junto ao rio) e pela recuperação do seu edificado (antigo lagar), seguindo-se o Restaurante Camelo, possivelmente por se localizar em Seia, sede concelhia, onde há maior circulação de população associado ao facto de prestar um serviço de alta qualidade.

Relativamente aos produtos tradicionais, considerados como importantes pelos inquiridos destaca-se o Queijo da Serra da Estrela (considerado como a 7ª maravilha da Gastronomia de Portuguesa), os enchidos, a broa de milho e o cabrito que tem uma forte presença na oferta gastronómica tradicional da região.

Inquiridos sobre os pontos fortes da RAM foram destacadas, uma vez mais, a tranquilidade e beleza da paisagem envolvente que caracteriza a região, no seu estado pouco humanizado, a gastronomia e as tradições. O despovoamento, os acessos, a divulgação, o alojamento e a

ausência de empreendedorismo são apontados como os principais pontos fracos destas aldeias, que além de não terem ainda notoriedade, têm pouca oferta hoteleira, o que explica a falta de algum empreendedorismo, relacionada com a mentalidade de uma população envelhecida.

De modo a obter informação complementar e a ilustrar algumas das situações propostas nas questões de partida desta reflexão, as entrevistas são aqui analisadas comparando as respostas dadas por diferentes actores mais envolvidos no projecto da Rede das Aldeias de Montanha.

É um denominador comum nos entrevistados que os visitantes/turistas são na sua maioria portugueses, em especial classe média, muitos da área circundante. No verão é referida a presença de estrangeiros. De salientar que muitos dos visitantes/turistas vêm recomendados por outros estabelecimentos, também ligados ao turismo rural. Os visitantes/turistas distribuem-se ao longo do ano, o que indicia haver alguma atractividade do lugar contrariando a sazonalidade que é atribuída ao turismo de neve na Serra da Estrela. Esta mesma constatação verifica-se pelo facto do mês de Agosto ser o período mais procurado. Certamente está associado ao período de férias e assim permitir mais tempo de repouso, entre outras possíveis razões, aqui não identificadas.

O projecto da RAM é considerado como um projecto de valorização económica, assente na dinamização do turismo para um conjunto de aldeias com características comuns. Pelas respostas obtidas verifica-se que a RAM é conhecido pelos agentes locais, não se sentindo uma real implementação do projecto no terreno.

Como aspectos mais positivos da implementação deste projecto, são apontados pelos entrevistados o contributo para a fixação de população, a reabilitação do património

edificado, gastronómico e cultural; a requalificação das actividades agrícolas e consequente conservação do mosaico agro-silvo-pastoril que caracteriza a paisagem. É referida ainda a importância da regulação da oferta turística entre as aldeias que compõem este território, percebendo-se que uma articulação entre os agentes envolvidos constitui uma mais-valia.

Ficou igualmente expresso que os recursos financeiros são muito reduzidos. Os negócios colectivos criados através deste projecto estão sobretudo relacionados com a capacidade de investimento individual e com um forte apelo ao empenho das associações locais, bem como pela atitude proactiva das populações locais na sua dinamização. É de referir que o Presidente da Junta, ainda que sem recursos económicos, evidenciou uma disponibilidade para participar activamente no projecto, dentro das reais possibilidades, ou seja, na recuperação de tradições religiosas e de caminhos, que outrora muito calcorreados, ligavam as povoações anexas a Vide.

Os projectos similares, com uma implementação mais consolidada, das Aldeias Históricas e Aldeias de Xisto são vistos como oportunidades para captar mais visitantes/turistas pois permitem uma maior diversificação da oferta, na opinião da Técnica Superior da Câmara Municipal de Seia responsável pela RAM, estando no horizonte que estas três redes possam vir a constituir uma nova rede agregadora das *“Aldeias da Região Centro de Portugal”*.

Sobre os impactos que poderão vir a decorrer da atracção de visitantes/turistas relativamente à comunidade de acolhimento, as respostas foram díspares e pouco consolidadas, na medida em que verdadeiramente se aguarda por uma efectiva implementação do projecto. Neste processo caberá à figura do *Guardião da Aldeia* estabelecer uma relação amistosa entre as duas

partes. O Presidente do Centro de Dia, conhecedor da população local, acredita que a hospitalidade é própria desta população e que por inerência irá receber bem os visitantes. Contudo, é de salientar que o Presidente da Junta equaciona já o eventual problema de falta de estacionamento, mas a atitude será “vamos ver o quão positivo será para determinar o quão necessário será intervir”.

São apontados como pontos fortes deste projecto, o desenvolvimento turístico da região, no segmento da oferta afecto ao Turismo de Natureza, assente nas características e recursos endógenos mais atractivos: a paisagem, o património cultural nas componentes material, imaterial e gastronómico, como potenciadores de progresso económico, fixação da população e diminuição da sazonalidade na procura turística.

Foi reconhecido pela generalidade dos entrevistados como ponto fraco deste território, a escassez de população e o seu envelhecimento, a formação escola incipiente dos residentes, o que a torna pouco capaz de abraçar iniciativas empreendedoras. Reconheceu-se como principal factor limitador da acção deste projecto a falta de apoios financeiros. Foi ainda mencionado a falta de alojamento turístico, bem como a morosidade burocrática na aprovação dos projectos.

- **Notas Finais**

Quando, num olhar despreocupado, se observa um mapa da distribuição da população portuguesa, é imediata a percepção do contraste entre a forte densidade do litoral e a rarefacção de gentes no interior. São muitas as razões que explicam esta situação, algumas com séculos, porém, independentemente de traduzir uma evolução dos tempos, esta situação de abandono do interior, mais do que um problema económico, evidencia uma questão social grave: dia após dia é a farmácia que fecha, são os correios encerrados, é a escola que deixa de ter a agradável melodia das vozes infantis no pátio

do recreio, é o vizinho que parte, mais uma casa fechada ... um lento e constante “encerrar de aldeias” que outrora tanto engrandeceram o país.

O problema está diagnosticado, os estudos são muitos e os projectos também, no entanto esta tendência, no contexto nacional, parece irreversível. A Rede das Aldeias de Montanha é um projecto, que, embora numa pequena latitude, traduz a preocupação dos responsáveis no terreno, que vivenciam diariamente a angústia destas populações envelhecidas, procurando contrariar a situação e de algum modo dignificar as vidas destas gentes serranas, cada vez mais isoladas nos contrafortes da Serra da Estrela.

O turismo é tido como panaceia para todos os males e seguramente que encontrará neste território espaço para atenuar alguns sintomas da interioridade: as gentes são hospitaleiras, a paisagem é, em certo sentido, monumental e reúne boas acessibilidades às principais Áreas Metropolitanas. Dar visibilidade a este território, criar condições para a procura turística, torná-lo atractivo ao investimento de modo a melhorar as condições de vida das populações locais, são objectivos deste programa, que, procura no envolvimento dos residentes, criar dinâmicas de requalificação e valorização das actividades tradicionais, do património cultural e dos recursos endógenos.

O projecto da RAM baseia-se em conceitos coerentes, tendo subjacente um explícito propósito de sustentabilidade, contudo o maior *handycap* ao seu sucesso assentou na demora entre a sua concepção e posterior implementação face a outras iniciativas, na Região Centro, directamente concorrentes e, que se encontram já numa fase de estabilização da oferta e fidelização da procura. Outro aspecto condicionante do seu sucesso é a conjuntura socioeconómica, pouco propícia a

financiamentos e investimentos fulcrais ao arranque de projectos desta natureza.

No que se refere ao envolvimento das populações locais, um dos pilares em que assenta este projecto, importa não esquecer que se trata de uma população envelhecida, pouco escolarizada, resistente à mudança e que, embora desejável, ele só poderá vir a materializar-se numa fase em que os benefícios do projecto possam reverter a seu favor, isto é, importa que, que simultaneamente, a recuperação, por exemplo, de um lugar, coincida com eventuais melhorias do Serviço de Saúde.

O facto do território das Aldeias de Montanha estar integrado numa Área Protegida é uma

mais-valia significativa para a aposta no turismo de natureza, porém ainda que a massificação do turismo não seja um problema evidente, importa manter o “estado natural” que caracteriza esta região, não permitindo que qualquer intervenção venha a constituir uma alteração da paisagem. Neste sentido, é de realçar no projecto a criação do “Guardião da Aldeia”, enquanto agente privilegiado na condução do visitante/turista, evitando todo um conjunto de infra-estruturas ligadas à sinalética e à adequação dos lugares a visitar ou caminhos a percorrer, envoltos, naturalmente, em perigos próprios da paisagem serrana – a oferta turística não tem de moldar a paisagem, pelo contrário, é ela, tal como o visitante/turista que têm de se adaptar e enquadrar na paisagem.

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③	• CULTURE CONTEXTS OF INTERNATIONAL BUSINESS MANAGEMENT	8	210 hours
④	• INTERNATIONAL MARKETING	7	240 hours
TOTAL		30	900

Stage 2

N ^o	Course title / Activity	ECTS*	Workload
①	• INTERNATIONAL MARKETING STRATEGY	7	210 hours
②	• INTERNATIONAL FINANCE	8	240 hours
③	• INTERNATIONAL BUSINESS STRATEGY AND BUSINESS DEVELOPMENT	7	210 hours
④	• BUSINESS RESEARCH	8	450 hours
TOTAL		30	900

Stage 3

N ^o	Course title / Activity	ECTS*	Workload
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②	• INTERNATIONAL ENTREPRENEURSHIP	8	240 hours
③	• ORGANISATIONAL CHANGE	8	240 hours
④	• MANAGEMENT OF INFORMATION TECHNOLOGY	7	210 hours
TOTAL		30	

Stage 4

N ^o	Course title / Activity	ECTS*	Workload
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Candidates whose first language is not English will normally be required to demonstrate evidence of proficiency in English language as follows:

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- a TOEFL score of 102 or above in TOEFL with no element below 23.





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The student must also complete one research proposal, attend one scientific conference and submit one article for publication before the thesis is submitted.

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- An Internet-based TOEFL score of at least 100, with a minimum score of 19 in each element of the test.

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- The following supporting documents will need to be sent with your Postgraduate Application Form: two

statements from academic referees, academic transcripts of your qualifications and if your first language is not English, we may require evidence of your competence in the language. Please see the details in "English Language Requirements" above.

- Submit your online Postgraduate Application Form
- If you have any questions about the distance learning PhD please contact us (Details below).

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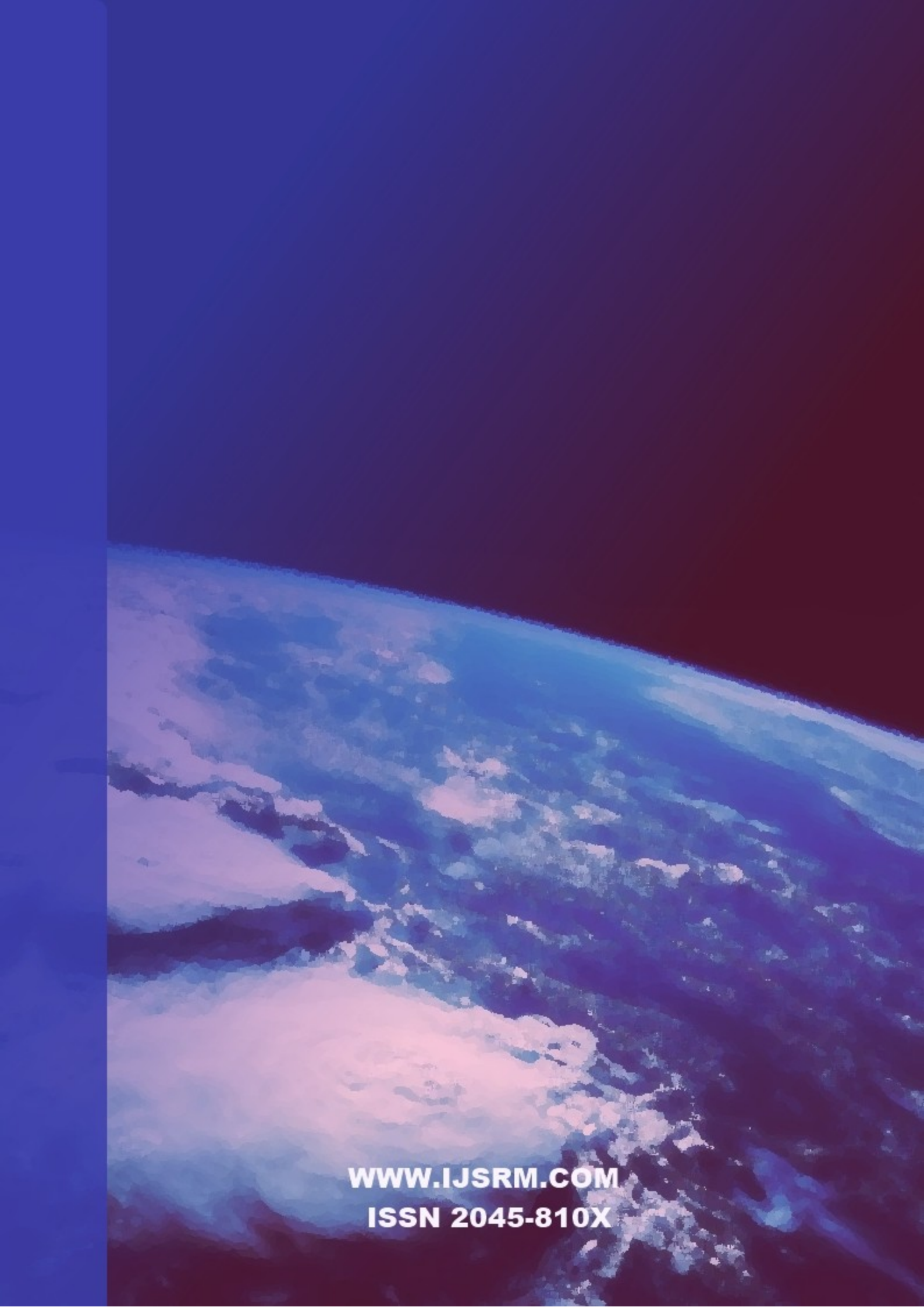
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