

School of Management

TOUR 240 Principles of Tourism Management

Trimester 1, 2013

COURSE OUTLINE

Names and Contact Details

COURSE CO-ORDINATOR

Dr Bob Garnham

Room: RH 916, Rutherford House

Phone: 463 5718

LECTURERS

Dr Karen Smith

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ADMINISTRATOR

Luisa Acheson

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TUTORIAL ASSISTANT (for tutorial- and assignment-related matters)

Bob Capistrano

Email: robert.capistrano@vuw.ac.nz

Trimester Dates

Teaching Period: Monday 4 March – Friday 7 June

Study Period: Monday 10 June – Thursday 13 June

Examination Period: Friday 14 June – Wednesday 3 July (inclusive)

Withdrawal from Course

1. Your fees will be refunded if you withdraw from this course on or before Friday, 15 March 2013.
2. The standard last date for withdrawal from this course is Friday, 17 May. After this date, students forced to withdraw by circumstances beyond their control must apply for permission on an '*Application for Associate Dean's Permission to Withdraw Late*' including supporting documentation. The application form is available from either of the Faculty's Student Customer Service Desks.

Class Times and Room Numbers

<i>Lectures</i>	<i>Time</i>	<i>Lecture Theatre</i>
Mondays	10.30 –11.20am	GB LT4
Fridays	10.30 –11.20am	GB LT4

NB Tutorials: The scheduled tutorial dates and times will be announced in the first lecture. The allocation of students to tutorial groups will be managed via an online sign-up system called "s-cubed".
Please consult page 8 of this course outline for more details.

Bachelor of Tourism Management (BTM) Learning Goals and Objectives

Learning Goal #1: Our graduates will possess and apply specific knowledge of tourism management as well as a range of transferable skills

Learning Objectives. Graduates will be able to:

- (a) demonstrate a systematic understanding of theoretical and applied aspects of tourism management
- (b) display an appreciation for concepts and methods that inform the management of tourism organizations, businesses, and resources
- (c) demonstrate a breadth of tourism management expertise: managing tourism businesses, visitors, and impacts
- (d) acquire skills and knowledge that provide a solid platform for graduate study

Learning Goal #2: Our graduates will demonstrate application of critical and creative thinking skills to practical and theoretical tourism management problems

Learning Objectives. Graduates will be able to:

- (a) assess, appraise, and synthesise a range of tourism management issues, plans, and concepts
- (b) identify, access, and evaluate a range of information and data sources
- (c) undertake and apply research in tourism management
- (d) analyse, evaluate, and interpret tourism data (on businesses, destinations, and industry sectors)
- (e) use innovative thinking and creative skills in the context of the tourism business environment and tourism research

Learning Goal #3: Our graduates will be effective and confident communicators

Learning Objectives. Graduates will be able to:

- (a) present original ideas and material effectively using a range of media
- (b) apply advanced written communication skills
- (c) prepare and deliver polished and professional oral presentations
- (d) communicate effectively with peers when undertaking group projects

Learning Goal #4: By meeting the above learning goals, our graduates will display leadership and be able to assume positions of responsibility

Learning Objectives. Graduates will be able to:

- (a) engage in effective individual and group decision making
- (b) develop an understanding of tourism leadership qualities and issues
- (c) acquire an appreciation for good leadership in the workplace through the practicum

Course Objectives and Graduate Attributes

This course is designed to prepare students for a professional career in tourism management by providing them with the opportunity to apply management principles and concepts in the context of contemporary tourism. Studying Tour 240 course will give students the opportunity to:

Course objective	Graduate attribute
<ul style="list-style-type: none"> gain a comprehensive understanding of the general principles and practices of management and their application to the development of a tourism business. 	<p><i>Critical thinking</i></p> <ul style="list-style-type: none"> Develop a critical appreciation of the theories, models and approaches used in tourism management Make connections between different concepts and examples
<ul style="list-style-type: none"> develop an understanding and appreciation of how to evaluate the potential of a tourism business and destination competitiveness 	<p><i>Critical thinking</i></p> <ul style="list-style-type: none"> Gain an initial appreciation for different methods of business evaluation and assessment of destination competitiveness. <p><i>Creative thinking</i></p> <ul style="list-style-type: none"> Apply broad concepts to case studies and develop response to issues raised Develop the ability to draft a business plan for a tourism organisation <p><i>Leadership</i></p> <ul style="list-style-type: none"> Exhibit leadership by presenting a well-informed and convincing argument to others in class and in tutorials.
<ul style="list-style-type: none"> acquire viewpoints from tourism professionals on their business strategies and operational problems. 	<p><i>Communication</i></p> <ul style="list-style-type: none"> Experience professionals' knowledge and oral communication skills Participate in classroom discussions with guest speakers <p><i>Critical thinking</i></p> <ul style="list-style-type: none"> Make connections between theoretical frameworks that deal with the operating environment of tourism organizations and guest speakers' presentations
<ul style="list-style-type: none"> contribute effectively in tutorial group discussions about tourism industry developments and other issues related to the operating environment of tourism organisations 	<p><i>Leadership</i></p> <ul style="list-style-type: none"> Foster the ability to work as a team and co-ordinate tasks with others <p><i>Communication</i></p> <ul style="list-style-type: none"> contribute effectively to discussions about tourism industry developments Deliver a formal presentation to an audience

Course Learning Objectives and Skills

On successful completion of the course, students will be able to:

1. apply their knowledge to a variety of questions on tourism management issues and to improve their communication skills
2. gain industry specific management expertise
3. have a sound understanding and a critical awareness of contemporary tourism management issues
4. access, select and interpret tourism statistics (such as the Commercial Accommodation Monitor, International Visitor Survey, and Domestic Travel Survey) for a specific purpose
5. use computer software to facilitate the interpretation of large amounts of secondary data
6. conduct an audit of the operating environment of a range of tourism businesses (SMTOs, large organizations, airline companies...) within domestic and international contexts
7. assess the performance and competitiveness of tourism organizations and destinations
8. contribute effectively to discussions about tourism industry developments

Course Content

Students considering a career in the tourism industry naturally want to understand the tourism profession in general and the various kinds of opportunities it offers. This course has been developed to provide students with a general introduction to the concepts and practices of management in the tourism industry. The lectures will focus on understanding the development of tourism operations by:

- introducing the main theoretical and conceptual approaches to tourism management and defining the scope of the operating environment.
- presenting a series of audits of the operating environment of tourism organisations and highlighting the development of a range of tourism operations from a strategic perspective.

By attending lectures, reading assigned materials, participating in tutorials and completing assignments, you will have the opportunity to develop a basic understanding of tourism management techniques upon which you can build with subsequent study and work experience.

Expected Workload

Students can expect the workload to be approximately 13 hours per week (20 pt course), including both scheduled contact time (lectures, tutorials, workshops) and outside class.

Lectures

Attendance at all lectures is strongly recommended. All important announcements concerning any alterations to the lecture programme and tutorials will be made in the lecture. Additionally, source material for further readings as well as tutorial handouts will be distributed in the lectures.

Readings

There is no set text for this course as no one book adequately covers the range of issues that will be addressed. Specific references and readings will be given throughout the course. The following are some recommended readings:

Ateljevic, J. and Page, S. (2009) *Tourism and Entrepreneurship: International Perspectives*. Butterworth-Heinemann, Oxford.

- Collier, A. (2006) *Principles of Tourism: A New Zealand Perspective* (7th ed.). Pearson, Auckland.
- Collier, A. and Brocx, B. (2004) *Tourism Industry Management*. Pearson, North Shore, NZ.
- Coles, T. and Hall, C.M. (2008) *International Business and Tourism: Global Issues, Contemporary Interactions*, Routledge.
- Dwyer, L. and Forsyth, P. (2006) *International Handbook on the Economics of Tourism*. Edward Elgar, Cheltenham.
- Evans, N., Campbell, D. and Stonehouse, G. (2003) *Strategic management for travel and tourism*. Elsevier, Oxford.
- Getz, D., Carlsen, J and Morrison, A. (2004) *The Family Business in Tourism and Hospitality*, CABI Publishing, Wallingford.
- Graham, A. (2008) *Managing Airports: An international perspective* (3rd ed.). Elsevier, Oxford.
- Homer, S. and Swarbrooke, J. (2005) *International cases in tourism management* (2nd ed.). Elsevier.
- Ingold, A., McMahon-Beattie, U. and Yeoman, I. (eds.) (2000) *Yield management: Strategies for the service industries*. Continuum, London.
- Lee-Ross, D. and Pryce, J. (2010) *Human resources and tourism: Skills, culture and industry*. Channel View Publications, Wallingford.
- Olsen, M., West, J. and Tse, E. (2008) *Strategic management in the hospitality industry* (3rd ed.). Pearson Education, Upper Saddle River, NJ.
- Page, S. (2009) *Tourism management: Managing for change* (2nd ed.). Elsevier, Oxford.
- Poulin, B., Mills, B. and Spiller, D. (1998) *Strategy and management: A New Zealand casebook*. Longman, Auckland, NZ.
- Moutinho, L. (2011) *Strategic management in tourism* (2nd ed.). CABI, Cambridge.
- Song, H. (2012) *Tourism supply chain management*, Routledge.
- Thomas, R. (2004) *Small firms in tourism: International perspectives*, Elsevier.
- Tribe, J. (2010) *Strategy for tourism*. Goodfellow Publishers, Oxford.
- Yeoman, I. and McMahon-Beattie, U. (2011) *Revenue management: A practical pricing perspective*. Palgrave Macmillan, Hampshire.

Course Programme

Full and active participation in all activities is required for the successful completion of the course!

	Date	Lectures Monday: 10:30 – 11:20 (GBLT04) Friday: 10:30 – 11:20 (GBLT04)	Tutorial
1	Mon 04 March	Course introduction	No tutorial
	Fri 08 March	Business environment of the tourism industry: a case study of the cruise ship sector (Dr Adam Weaver)	
2	Mon 11 March	Business environment of tourism organisations	Introductory tutorial (set and discuss essay 1 and group assignment)
	Fri 15 March	Characteristics of the tourism industry (part I)	
3	Mon 18 March	Characteristics of the tourism industry (part II)	Environmental scanning (progress with assignment 1)
	Fri 22 March	Destination competitiveness	
4	Mon 25 March	Easter Break – 28th March to 3rd April	Destination competitiveness (group 1)
5	Fri 05 April	Tourism and entrepreneurship	Destination competitiveness (group 1)
6	Mon 08 April	Strategic analysis	Entrepreneurship and tourism (group 2)
	Fri 12 April	Guest speaker: Interface of tourism, entrepreneurship and the environment: Case study of a small tourism organisation in Wellington - John McKinney and Laura Brown (Seal Coast Safari)	
7	Mon 15 April	Overview of human resource management issues in the tourism industry I (Dr Karen Smith)	Introduction to key tourism statistics - Group work session
	Thursday 18 April - Assignment 1- Individual Essay		
	Fri 19 April	Overview of human resource management issues in the tourism Industry II (Dr Karen Smith)	
MID-TRIMESTER BREAK			
8	Mon 29 April	Strategic choices	Human resource management (group 3)
	Fri 03 May	Strategic growth directions	
9	Mon 06 May	The internationalisation of tourism businesses: case study of the hotel sector	Proposal presentation and discussion of progress on assignment 2
	Fri 10 May	Case study of a hotel group	
10	Mon 13 May	Guest speaker: Revenue management: Why, what and how? Andrew Pascoe (Manager, Price Tech Solutions)	Strategic analysis in the tourism industry (group 4)
	Fri 17 May	Air transport business I	
11	Mon 20 May	Air transport business II	Accommodation sector (group 5)
	Thursday 23 May - Assignment 2-Group Report		
	Fri 24 May	Air transport business III	
12	Mon 27 May	Airport sector I – Guest speaker (TBA)	Air transport (group 6)
	Fri 31 May	Cruise ship sector	
13	Mon 3 June	Monday 3rd June - No lecture: University closed for Queen’s Birthday	No tutorial
	Fri 7 June	Overview of the course and Revision	

- Please note that the ordering of the teaching programme may change due to the availability of guest speakers.

Assessment Requirements

Your performance will be evaluated on the basis of:

	<i>Value</i>	<i>Due date</i>
Individual Essay	25%	Thursday, 18th April 2013
Group Report	15%	Thursday, 23rd May 2013
Contribution to class discussion and tutorial presentation	10%	(refer to course programme)
Final examination	50%	Fri 14th June – Wed 3rd July

Assessments (Individual essay and group report)

The assessments will explore the theoretical and practical aspects of management techniques in the tourism industry. They must be fully referenced and include, where appropriate, graphs and tables. They must be submitted and placed in the appropriate TOUR 240 Box (number 21) on the mezzanine floor of Rutherford House by **12:30 pm on the due date**.

Detailed guidance on the assessments will be given during the tutorials held in weeks 2 and 7 but also feel free to raise any queries you might have during the other tutorials. Late assignments will only be accepted if a suitable reason is given well in advance of the due date. The only exception will be on medical grounds (including a medical certificate) or in other exceptional circumstances. Any late work that does not meet these requirements will not be graded.

Assignment 1 - Individual Essay 25% - 2,500 words (due Thursday 18th April at 12:30pm)

Discuss the challenges involved in developing and managing a small tourism business in New Zealand.

Details and assignment guidance will be provided in class and in the tutorials in week 2.

Assignment 2 - Group Report 15% - 4,000 words (due Thursday 23rd May at 12:30pm)

Use your knowledge of business planning and undertake an initial business planning analysis to determine the potential viability of opening a new small tourism business in a New Zealand destination.

The objective of this assessment is to explore some of the functional elements of business planning that are essential in launching a new tourism venture. This is a group assignment and you submit one assignment for the whole group (**2 students per group**). Both students will get the same grade. You should therefore work as a team. You may choose to divide up the different functional elements of the business plan and research these individually; however, you must ensure that your report is well-written and well-presented as a group effort. For example, the sections of the report need to relate to each other, you will need a clear overview of the scope and value of the business plan, and your conclusion should bring the different steps together. Details and assignment guidance will be provided in week 7 and a brief proposal presentation is expected in the tutorial in week 9.

Students will prepare two copies of each assessment and keep the second copy for their own reference. Students must also keep an electronic copy of their work. **Assessments submitted by email will not be accepted.**

Group Work

Collaboration on individual assignments (for example, assignment #1) is not allowed beyond general discussion as to how one might interpret the nature of the assignment question. Please do not work together to formulate a response and do not loan out your completed assignments. You will be expected and encouraged to work in groups on in-tutorial activities; however, assignment #1 is an individual submission.

Tutorial Assignments

The scheduled tutorial dates and times will be announced in the first lecture. Tutorials begin in week 2 of the course (week commencing 11th March 2013). Students are required to attend 1 tutorial a week for 10 weeks. Attendance at tutorials and active involvement in discussions are an important component of the paper. If you do not attend at least 8 tutorials you will not pass the course. Exemptions from tutorials will only be accepted with a medical certificate or in exceptional circumstances.

Each group of students (2 students per group) will be required to give a 20-25 minute oral presentation on the tutorial topic for that week. In addition to the oral delivery, students will provide a handout summarising the presentation. Assessment of each student will be based on the presentation and the discussion generated in class over the whole semester. Contributions will be assessed on the quality of the insights offered by the students into management concepts/theories and other issues raised by the reading material and case studies.

To make an effective contribution will require careful reading of materials/case studies prior to the class, a detailed analysis of your assigned reading, and assembly of your ideas into a structured form that allows you to effectively lead the discussion on your readings.

If you require any additional audiovisual equipment for the presentation (TV, video...), you must advise the tutor 4 days in advance by email.

Tutorials: Students can sign up for tutorials via an online sign-up system called **s-cubed** at <https://signups.victoria.ac.nz> and enter your SCS username and password to log into the system.

This online signup system is available around the clock over the Internet. You must use s-cubed to sign up for a TOUR 240 tutorial **before midnight on Thursday 7th March 2013**. Allocations are on a first come, first served basis so you are encouraged to sign up early. You can go back into s-cubed and change your tutorial as long as places are available but all changes must be made by midnight of the cut-off date.

Confirmation of your tutorial group will be posted on Blackboard by midday **Friday 8th March 2013**.

If you miss the Thursday 7th March tutorial enrolment deadline you will need to contact the Tourism Management Administrator, Luisa Acheson (email: luisa.acheson@vuw.ac.nz). Your email should state why you were not able to sign up on time using the online system, along with other relevant documentation such as a medical certificate etc. You should detail all the tutorial times you can make and you will then be allocated into a tutorial which has space. There is **NO GUARANTEE** that you will get your preferred tutorial time. If there are 'exceptional circumstances' why you require a particular tutorial session these should be set out in the email. If you have any serious problems about the allocations of tutorial spaces please contact the Tourism Management Administrator, Luisa Acheson, as soon as possible (email: luisa.acheson@vuw.ac.nz).

Final Examinations

This course has a three hour final examination. The objective of the examination is to assess your understanding of materials presented in the course as a whole. The final examination will be during the trimester 1 examination period: Friday 14th June – Wednesday 3rd July (inclusive). Details will be given at a later date.

Students who enrol in courses with examinations are obliged to attend an examination at the University at any time during the formal examination period.

Student Contact Details

Please ensure you have your current contact details correctly recorded, including e-mail and daytime phone numbers. You can check and amend your details by going to the students section of the VUW website at <http://studentvuw.vuw.ac.nz/>. Click on the student records link, enter your student ID and PIN. Finally click on the appropriate link to update your records.

Penalties for Lateness & Excessive Length of Assignments

Assignments submitted after the due date (both late assignments and those with an authorised extension) need to be submitted to School of Management Reception (RH1022) on Level 10 of Rutherford House, Pipitea Campus.

- (i) In fairness to other students, work submitted after any deadline will incur a penalty for lateness. The tourism management group has implemented a standardized late penalty for all tourism courses. Students who submit late assignments will be penalized at a rate of 5% per day. **Saturdays, Sundays and public holidays** will be included when counting the number of days late. Assignments received **more than 7 days after the due date** will not be accepted and the student will **automatically fail the mandatory course requirements**.
- (ii) Course outlines provide a signal to students of forthcoming workload, dates of submission etc., and thus student study plans should take account of course requirements across all courses. Consequently, workload issues related to other courses and employment will not be accepted as reason for dispensation from mandatory requirements or waiver of penalties. **Extensions** to submission deadlines for any assigned work will only be granted in **exceptional circumstances**.
- (iii) Students who are unable to comply with any of the mandatory requirements should make a written application for an extension to the due date for submission of assigned work or for waiver of a penalty, **in advance**, to one of the course co-ordinators, providing documentary evidence of the reasons of their circumstances. All such applications must be made **before** the deadline and be accompanied by documentary evidence, for example a medical certificate, or counsellor's report clearly stating the degree of impairment, and the dates the illness or event prevented you from undertaking your academic studies. This can be applied retrospectively.
- (iv) In the event of unusual or unforeseeable circumstances (e.g. serious illness, family bereavement or other exceptional events), that precludes an application in advance, students should make contact with one of the course co-ordinators by email or telephone as soon as possible, and make application for waiver of a penalty as soon as practicable.

Word limits should be adhered to, especially so when they provide a guide to limiting the student's coverage of a topic. **The penalty will be 10% of the grade for an assignment which is 10% over the word limit.**

Mandatory Course Requirements

To fulfil the mandatory course requirements for this paper you must:

1. Attend **eight** of the **ten** scheduled tutorial sessions.
2. Submit all assignments.
3. Obtain a grade of at least 40% on the final examination.

Students who fail to satisfy the mandatory course requirements for this course but who obtain 50% or more overall, will be awarded a “K” fail grade. Standard fail grades (D or E) will be awarded when the student’s overall course mark falls below the minimum pass mark, whether or not the mandatory course requirements have been satisfied.

Notice of Failure to meet Mandatory Course Requirements will be posted on Blackboard or on the 9th and Mezzanine Floors, Rutherford House notice boards. Students will be expected to check both places for notification.

Class Representative

A class representative will be elected in the first class, and that person’s name and contact details made available to VUWSA, the course coordinator and the class. The class representative provides a communication channel to liaise with the course coordinator on behalf of students.

Referencing

There are many different styles of referencing. For tourism management courses, please refer to the 2013 version of the *Guide for Tourism Management Courses*. A copy is available on Blackboard.

Communication of Additional Information

Additional information, and information on changes, will be conveyed to students using the Blackboard system, and through announcements in lectures and tutorials. It will be crucial for you to regularly check Blackboard for messages, announcements and materials. Left-over copies of materials distributed in class (for example, class readings, tutorial assignments and class handouts) will be made available in front of Room 927 on the 9th floor of Rutherford House.

Student Contact Details

Please ensure you have your current contact details correctly recorded, including e-mail and daytime phone numbers. You can check and amend your details by going to the students section of the VUW website at <http://studentvuw.vuw.ac.nz/>. Click on the student records link, enter your student ID and PIN. Finally click on the appropriate link to update your records.

Link to general information

For general information about course-related matters, go to
<http://www.victoria.ac.nz/vbs/studenthelp/general-course-information>

Note to Students

Your assessed work may also be used for quality assurance purposes, such as to assess the level of achievement of learning objectives as required for accreditation and academic audit. The findings may be used to inform changes aimed at improving the quality of VBS programmes. All material used for such processes will be treated as confidential, and the outcome will not affect your grade for the course.
