



Victoria Management School

TOUR 406
MANAGING THE TOURISM WORKFORCE

Trimester 2, 2005

COURSE OUTLINE

COURSE COORDINATOR

Dr. Karen Smith

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ADMINISTRATION ASSISTANT

Linda Walker

Room: RH 927, Rutherford House
Phone: 463 5720
Email: linda.walker@vuw.ac.nz
Working Hours: 9.00-3.30 Mon-Fri

Class Times and Room Numbers

Tuesdays 9.30am-12.20pm RH MZ06

Course Overview and Objectives

“In recent years, organisations in the hospitality and tourism industry have experienced a great deal of turmoil as the competitive forces of their industry have shifted under the weight of globalisation. To survive, many companies must now build competitive advantage by relying on their employees to implement improved service delivery processes.” (Go *et al*, 1996:1)

This course addresses contemporary human resource issues in the tourism and hospitality industries and the challenges for those managing the tourism workforce. Human resource management theory will form the core of this course, however the role of staff in the visitor experience will also be emphasised. The diverse nature of the tourism and hospitality sectors and the implications for managing the workforce will be explored. This includes consideration of HRM issues in both small and medium sized enterprises (SMEs) and large multi-site tourism businesses.

On completion of the requirements for this course you will be able to:

- Assess the characteristics of tourism employment and analyse the challenges for those managing the tourism workforce
- Identify and critically evaluate contemporary issues for tourism practitioners
- Reflect on your career path and professional development

You will be expected to undertake preparatory reading each week for seminar activities and discussion.

You will also be encouraged to reflect on your own career path, and the teaching programme includes a professional development workshop, with input from the University’s Careers Advisors.

TEACHING PROGRAMME

Week	Date	Topic
1	Tues 5 th July	Introduction to course and assignments; Working in Tourism
2	Tues 12 th July	Characteristics of tourism employment and labour markets
3	Tues 19 th July	Human resource management challenges in the tourism industry
4	Tues 26 th July	Managing workforce diversity in tourism
5	Tues 2 nd Aug	Emotional labour Dr Adam Weaver: work and performance in the cruise industry
6	Tues 9 th Aug	Employee resourcing – recruitment and selection
MID-TERM BREAK		
	Tues 16 th Aug	Submit assignment 1 (10 am)
7	Tues 30 th Aug	Training and development
8	Tues 6 th Sept	Reward, retention and turnover Prof. George Lafferty: industrial relations issues: the role of unions in tourism and hospitality
9	Tues 13 th Sept	Seminar presentations I
10	Tues 20 th Sept	Seminar presentations II
11	Tues 27 th Sept	Managing non-standard workers – Volunteers in the tourism sector
12	Tues 4 th Oct	Professional development workshop

ASSESSMENT

Assignment 1 – Essay	50%
Assignment 2 – Seminar Paper	50%

ASSIGNMENT 1 - Essay (50%) 3,500 words

The purpose of this assignment is to critically evaluate the application of human resource management in the context of tourism.

EITHER

Critically assess the relationship between seasonality and tourism employment.

OR

Critically evaluate the statement that “workforce diversity can be a source of strength for hospitality [and tourism] organisations if the organisation manages that diversity effectively” (Christensen-Hughes, 1992, cited in Mok, 2000: 215).

Deadline: 10am Tuesday 16th August 2005 (first week of mid-term break) – submit to Linda Walker in RH 927.

ASSIGNMENT 2 - Seminar Paper (50%)

The purpose of this assignment is to critically evaluate a contemporary issue in the management of the tourism workforce. It is designed to give you the opportunity to research and analysis an issue in depth, and you should ideally select a contemporary human resource issue that is relevant to your own interests and career development. The focus of this assignment is by negotiation between student and course co-ordinator, and must be agreed before submission. The essay must:

- Critically evaluate a contemporary issue for those working in the tourism industry
- Draw on tourism and HR theory and research
- Be a significantly different area to the assignment 1 topic and not over-lap with other students’ topics (tip: get your idea in early!)

The assignment will be assessed in two parts:

10% - Lead a one-hour seminar (max. 20 minutes of formal presentation)

Deadline: Tuesday 13th September or Tuesday 20th September

40% - Written paper (3,000 words)

Deadline: Submitted one week after the presentation (by 9.30am on the following Tuesday)

Examples of topics could include:

- Perceptions of tourism as a career
- Factors influencing career development in the hospitality sector
- Working conditions and remuneration in the tourism and hospitality sectors
- The role of staff in the visitor's experience
- The empowerment of front line staff: implications for tourism and hospitality industries
- Lifestyle entrepreneurs in the tourism sector
- Managing human resource in the tourism family firm

TEXT AND READINGS

There is no core text for this course. You will be expected to draw on a range of sources, both from the human resource management, and tourism/hospitality. A more **detailed bibliography** will be distributed during the course.

The following books are on three-day loan at the **Commerce Library** in the Railway Station.

General Human Resource Management texts

There is a wide range of general and geographically-specific HRM and personnel management texts. These can be found at classmark **HF5549** in the library. For example (and there are many others):

Bratton, J. & J. Gold (2003) *Human resource management: theory and practice*. Palgrave Macmillan, Basingstoke.

Jackson, T.H. (2002) *International HRM: a cross-cultural approach*. SAGE, London.

Macky, K. & G. Johnson (2003) *Managing Human Resources in New Zealand*. Australia, McGraw-Hill.

Stanley, R. (2002) *Human Resources Management in New Zealand*. Prentice-Hall, Auckland.

HRM in Tourism and/or Hospitality textbooks

There are a smaller number of HRM texts focusing on the hospitality, and to a lesser extent, tourism sectors. Most of these can be found in the hospitality management section of the library, classmark **TX911.3 P4**, or in tourism at **G155 A1**. For example,

Baum, T. (1995) *Managing Human Resources in the European Tourism and Hospitality Industry: a strategic approach*. Chapman & Hall, London.

D'Annunzio-Green, N., G.A. Maxwell & S. Watson (Eds) (2002) *Human Resource Management: international perspectives in hospitality and tourism*. Continuum, London.

Go, F.M., M.L. Monachello & T. Baum (1996) *Human Resource Management in the Hospitality Industry*. John Wiley & Sons, New York.

Lee-Ross, D. (Ed) (1999) *HRM in Tourism and Hospitality: international perspectives on small to medium-sized enterprises*. Cassell, London.

Riley, M. (1996) *Human Resource Management in the Hospitality and Tourism Industry*. Butterworth-Heinemann, Oxford.

Riley, M., A. Ladkin & E. Szivas (2002) *Tourism Employment: analysis and planning*. Channel View Publications, Clevedon.

Journals

Whilst many of the tourism journals include occasional articles on HRM and service delivery (for example, *Annals of Tourism Research*, *Current Issues in Tourism*, *Pacific Tourism Review*, *International Journal of Tourism Research*, *Tourism Management*, *Tourism Recreation Research*), once again the majority of the research is found in the hospitality management literature. For example:

- Australian Journal of Hospitality Management
- Cornell Hotel and Restaurant Administration Quarterly
- International Journal of Contemporary Hospitality Management
- International Journal of Hospitality Management

You should also look at the Human Resource Management journals, many of which are accessible online through Proquest, Emerald and other online databases.

Penalties for Late Assignments

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 (including weekends). Work will not be accepted more than one week after the due date. Students who do not submit an assignment before the one week has elapsed will not gain terms.

Extensions will only be granted under special circumstances by the course co-ordinator. Students who apply for an extension due to illness must obtain a medical certificate. Medical certificates must specify that the student is “unfit to study” or “unfit to sit an examination.” Medical certificates must also indicate the period of time involved. Please take note: workload pressures and computer problems are not a case for extension.

Please submit late assignments to Linda Walker (Rutherford House, Room 927, telephone: 463 5720). Her office hours are from 9.00am to 3:30pm.

Mandatory Course Requirements (Terms)

To fulfil the mandatory course requirements for this course you must submit all assignments by the specified due dates. Late assignments are to be submitted to the course coordinator or to Linda Walker (Room 927, Rutherford House).

General University Policies and Statutes

Students should familiarise themselves with the University's policies and statutes, particularly those regarding assessment and course of study requirements, and formal academic grievance procedures.

Student Conduct and Staff Conduct

The Statute on Student Conduct together with the Policy on Staff Conduct ensure that members of the University community are able to work, learn, study and participate in the academic and social aspects of the University's life in an atmosphere of safety and respect. The Statute on Student Conduct contains information on what conduct is prohibited and what steps can be taken if there is a complaint. For queries about complaint procedures under the Statute on Student Conduct, contact the Facilitator and Disputes Advisor. This Statute is available in the Faculty Student Administration Office or on the website at: www.vuw.ac.nz/policy/StudentConduct.

The policy on Staff Conduct can be found on the VUW website at: www.vuw.ac.nz/policy/StaffConduct.

Academic Grievances

If you have any academic problems with your course you should talk to the tutor or lecturer concerned or, if you are not satisfied with the result of that meeting, see the Head of School or the Associate Dean (Students) of your Faculty. Class representatives are available to assist you with this process. If, after trying the above channels, you are still unsatisfied, formal grievance procedures can be invoked. These are set out in the Academic Grievances Policy which is published on the VUW website:

www.vuw.ac.nz/policy/AcademicGrievances.

Academic Integrity and Plagiarism

Academic integrity is about honesty – put simply it means **no cheating**. All members of the University community are responsible for upholding academic integrity, which means staff and students are expected to behave honestly, fairly and with respect for others at all times.

Plagiarism is a form of cheating which undermines academic integrity. Plagiarism is **prohibited** at Victoria.

The University defines plagiarism as follows:

Plagiarism is presenting someone else's work as if it were your own, whether you mean to or not.

'Someone else's work' means anything that is not your own idea, even if it is presented in your own style. It includes material from books, journals or any other printed source, the work of other students or staff, information from the Internet, software programmes and other electronic material, designs and ideas. It also includes the organization or structuring of any such material.

Plagiarism is not worth the risk.

Any enrolled student found guilty of plagiarism will be subject to disciplinary procedures under the Statute on Student Conduct (www.vuw.ac.nz/policy/studentconduct) and may be penalized severely. Consequences of being found guilty of plagiarism can include:

- an oral or written warning
- suspension from class or university
- cancellation of your mark for an assessment or a fail grade for the course.

Find out more about plagiarism and how to avoid it, on the University's website at: www.vuw.ac.nz/home/studying/plagiarism.html.

Students with Disabilities

The University has a policy of reasonable accommodation of the needs of students with disabilities. The policy aims to give students with disabilities an equal opportunity with all other students to demonstrate their abilities. If you have a disability, impairment or chronic medical condition (temporary, permanent or recurring) that may impact on your ability to participate, learn and/or achieve in lectures and tutorials or in meeting the course requirements, then please contact the Course Coordinator as early in the course as possible. Alternatively you may wish to approach a Student Adviser from Disability Support Services to confidentially discuss your individual needs and the options and support that are available. Disability Support Services are located on Level 1, Robert Stout Building, or phoning 463-6070, email: disability@vuw.ac.nz. The name of your School's Disability Liaison Person can be obtained from the Administrative Assistant or the School Prospectus.

Student Support

Staff at Victoria want students' learning experiences at the University to be positive. If your academic progress is causing you concern, please contact the relevant Course Co-ordinator, or Associate Dean who will either help you directly or put you in contact with someone who can.

The Student Services Group is also available to provide a variety of support and services. Find out more at www.vuw.ac.nz/st_services/ or email student-services@vuw.ac.nz.

VUWSA employs two Education Coordinators who deal with academic problems and provide support, advice and advocacy services, as well as organising class representatives and faculty delegates. The Education Office is located on the ground floor, Student Union Building, phone 463 6983 or 463 6984, email education@vuwsa.org.nz.

Maori and Pacific Mentoring programme (Manaaki Pihipihinga)

This is a free programme of mentoring for Maori and Pacific students doing first year courses within the Faculty of Commerce and Administration. Weekly one hour mentoring sessions: drafting and editing assignments/discussing any questions that you might have from tutorials or lectures and going over every aspect of essay writing, either in small group sessions or on a one-to-one basis.

This includes:

- A computer suite hooked up to cyber commons for students to use to produce their assignments.
- Regular skill-based workshops with a learning adviser from Student Learning Support Services.
- Networking with other Maori and Pacific support groups throughout the university.

For more information please contact:

Melissa Dunlop, Programme Coordinator

Ph: 463 6015 or Email: Maori-Pacific-Mentoring@vuw.ac.nz