

VICTORIA UNIVERSITY OF WELLINGTON  
*Te Whare Wananga o te Upoko o te Ika a Maui*



**Victoria Management School**

**TOUR 409**

**Strategy and Tourism  
Organisation in the Global  
Economy**

Course Outline

2005 Trimester 2

**COURSE COORDINATOR**

**Mondher Sahli**

Room: RH 918, Rutherford House

Phone: 463 5718

Email: [mondher.sahli@vuw.ac.nz](mailto:mondher.sahli@vuw.ac.nz)

**ADMINISTRATION ASSISTANT**

**Linda Walker**

Room: RH 927, Rutherford House

Phone: 463 5720

Email: [linda.walker@vuw.ac.nz](mailto:linda.walker@vuw.ac.nz)

**LECTURE TIME AND LOCATION**

Friday                      09.30 - 12.20 p.m.                      RH G04

# ***TOUR 409: Strategy and Tourism Organisation in the Global Economy***

## **COURSE PERSPECTIVE**

This course deals with the overall management of tourism organisations. It is concerned with how a firm determines its strategic direction, organizational design issues related to the implementation of a strategy, as well as the management of strategy processes within a firm. The relationship between the structure of a tourism organisation and its strategy are examined, and tools are developed for examining the firm's industry and competitive environment, with particular attention paid to how globalisation of economies, markets, and industries impact on the competitive dynamics of tourism firms.

Although many tourism organisations recognise the importance of adopting a strategic dimension to their development and even “know” what approaches can be effective, it is remarkable how often firms and managers fail to implement these approaches. Consequently, this paper has two central themes: (1) How to think systematically and strategically about aspects of managing tourism organisations, and (2) What needs to be done to formulate and implement strategies and to achieve competitive advantage. The course is intended to impart knowledge as well as to stimulate discussion about the values and beliefs that stand in the way of implementing this knowledge. To achieve these, the paper draws on a blend of academic and practitioner perspectives, experiences, successes and failures to provide participants with a deeper understanding of the challenges and complexities of managing tourism organisations.

## **COURSE OBJECTIVES**

1. To familiarise participants with the literature on managerial economics and strategic analysis.
2. To develop and reinforce a general management perspective.
3. To understand the fundamental concepts and principles of strategy: strategic mission, strategy formulation, and strategy implementation.
4. To highlight the knowledge, skills, and resources that will most assist the tourism manager in making effective decisions and undertaking successful actions in the global context.
5. To conduct an audit of the operating environment of various tourism activities (airlines, international hotel chains, airports...).
6. To understand how information technology can help make tourism business processes more efficient, effective and sustainable.

7. To develop habits of orderly, analytical thinking and skill in reporting conclusions effectively.

## TEACHING APPROACH

The class will meet once a week; each session will be devoted to a topic as listed in the schedule below. A reading list for each topic will be distributed along with copies of selected articles/book extracts. Participants are expected to have studied each of the readings, and contribute to the seminar discussion of each of these readings.

The lectures will be organised as follows:

The **first part** of the class will focus on theoretical material and consist of a lecture and discussion format. Lecture materials will be drawn from reading books, journals and other sources on relevant issues. These will be handed out during the course.

The **second part** of the class will involve tutorial/seminar and presentation format, led by you, and will be assessable. Approximately every week, you will be expected to prepare a brief (500 words-about 2 pages) summary of one of the assigned readings and will be asked to lead the seminar discussion of that article or book chapter. **A copy of your summary should be made for each participant in the course.**

When studying an article (or book chapter), pay close attention to:

- the theoretical justifications provided for the research questions
- defining the author's contribution to the literature
- points of convergence with, and departure from, the other articles
- aspects of the article that you feel deserve critique
- its implications for future research

and additionally, for empirical analyses:

- the operationalization and measurement of the concepts (how well do these actually measure the constructs they are aiming to measure)
- the implications of the research methodology and data collection methods for the findings and interpretations, and
- possible empirical issues for future research

To complete an effective summary and lead the discussion, it may be necessary to do some additional reading from other articles referenced by your article (or book chapter).

## COURSE AGENDA & SCHEDULE

**Lectures: 9:30 a.m.-12:20 p.m. Fridays- Room: RH G04**

Week	TOPIC
<b>Week 1:</b> Fri 8 <sup>th</sup> July	<ul style="list-style-type: none"> <li>• Introduction to course and assignments</li> <li>• Overview of strategic analysis</li> </ul>
<b>Week 2:</b> Fri 15 <sup>th</sup> July	<ul style="list-style-type: none"> <li>• Environmental analysis I</li> </ul>
<b>Week 3:</b> Fri 22 <sup>nd</sup> July	<ul style="list-style-type: none"> <li>• Environmental analysis II</li> </ul>
<b>Week 4:</b> Fri 29 <sup>th</sup> July	<ul style="list-style-type: none"> <li>• Strategic choices I</li> </ul>
<b>Week 5:</b> Fri 5 <sup>th</sup> August	<ul style="list-style-type: none"> <li>• Strategic choices II</li> </ul>
<b>Week 6:</b> Fri 12 <sup>th</sup> August	<ul style="list-style-type: none"> <li>• Strategic implementation</li> </ul>
<b><u>MID-TRIMESTER BREAK</u></b>	
<b>Week 7:</b> Fri 2 <sup>nd</sup> September	<ul style="list-style-type: none"> <li>• Yield Management: principles and practices in the tourism industry</li> </ul>
<b>Week 8:</b> Fri 9 <sup>th</sup> September	<ul style="list-style-type: none"> <li>• Information technology and tourism Prof. Markus Landvogt</li> </ul>
<b>Week 9:</b> Fri 16 <sup>th</sup> September	<ul style="list-style-type: none"> <li>• Airports Dr Tim Vowles</li> </ul>
<b>Week 10:</b> Fri 23 <sup>rd</sup> September	<ul style="list-style-type: none"> <li>• Airlines</li> </ul>
<b>Week 11:</b> Fri 30 <sup>th</sup> September	<ul style="list-style-type: none"> <li>• Seminar presentations I</li> </ul>
<b>Week 12:</b> Fri 7 <sup>th</sup> October	<ul style="list-style-type: none"> <li>• Seminar presentations II</li> <li>• Last class meeting</li> </ul>

*Note: The above timetable may be subject to slight modification.*

## ASSESSMENT

Performance evaluation will be based on four things:

	<i>Value</i>
Assignment 1: Essay	40%
Contributions to class discussion	10%
Case analysis report + Presentation	50%

### ESSAY (40%)

**Due date: Tuesday 9<sup>th</sup> August 2005- Submit to me in RH918.**

**Length guide: 3,500 words**

#### EITHER

Explain why it is important for a tourism company to study and understand the external and internal environment.

#### OR

What modes of international expansion are available in the hospitality industry, and why are acquisition strategies popular in many hotel chains competing in the global economy?

### CONTRIBUTIONS TO CLASS DISCUSSION (10%)

As would be appropriate for a post-graduate paper, classes will be conducted on the basis that paper participants have a lot to learn from each other as well as from the lecturers. To make an effective contribution will require careful reading of materials/case studies prior to the class, a detailed analysis of your assigned readings, and assembly of your ideas into a structured form that allows you to effectively lead the discussion on your reading.

We encourage you to discuss the readings with other class members prior to class as this will help to reinforce your understanding as well as provide an opportunity for other interpretations to be considered.

The class participation grade is determined by:

- a) the quality of the comments you make in class over the whole semester
- b) your attendance
- c) your contributions to overall classroom experience and learning environment

## **CASE ANALYSIS REPORT + PRESENTATION (50%)**

You will be required to conduct a strategic environmental assessment of an international tourism organisation (or a brand) currently operating in NZ. The main objective of this exercise is to use the ideas of the course in a more field-oriented way. Learning by doing and learning through more intense involvement is much more likely to result in real mastery and retention of the material than more passive forms of learning. That is why we encourage you to take the case analysis seriously and have some fun with it to explore the ideas of the course.

In thinking about how to write the analysis and do the project, you can (but you don't have to) use the following questions as a guide.

### **Study Questions:**

- A- Summarise the company's strategy.
- B- How well suited is its strategy to the environment in which it operates?
- C- What is the role of the boards of the company?
- D- How sustainable is its competitive advantage?

The assignment is to be presented in 2 parts, a **milestone submission before mid-trimester break and a final submission** either Friday 30<sup>th</sup> September or Friday 7<sup>th</sup> October.

### ***Milestone submission***

This is a review of the literature that is relevant to the company you choose. It should draw from as many sources as possible, to present an overview of current knowledge and issues in the topic field.

### ***Final submission and presentation***

This is the project report documentation. It should be **no more than 3500 words** in length, and fully referenced to include all the literature sources you have read.

**10%** - Lead a 40 min seminar (20 minutes of formal presentation & 20 minutes discussion)

Either: Friday 30<sup>th</sup> September or Friday 07<sup>th</sup> October.

**40%** - Written paper (3,500 words)

Submitted one week after the presentation (by 9.30am on the following Friday)

Length is not the defining characteristic of a good analysis. Try to concisely (using exhibits as needed) cover the material. Use analysis and insight, rather than lots of words, to convey what you have learned and discovered.

## **READINGS**

There is no set text for this course as no one book adequately covers the range of issues addressed. Specific references and readings will be distributed during the course. **You can expect two to three readings for each weekly session and approximately six hours of research and reading for the class each week.**

## **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 seven days after the due date. Students who do not submit an assignment before the seven days have elapsed will not gain terms.

Extensions will only be granted under special circumstances. Students who wish to apply for an extension must contact the course coordinator before the due date. 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 duration of the illness. Please take note: workload pressures and computer problems are not a case for extension.

Please submit late assignments to the course coordinator or to Linda Walker (Rutherford House, Room 927, telephone: 463-5720). Her office hours are 9am to 3:30pm (Monday to Friday).

## **MANDATORY COURSE REQUIREMENTS (Terms)**

To fulfil the mandatory course requirements for this course you must submit all assignments.

## 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](http://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](http://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](http://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](http://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](http://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](mailto: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 Coordinator, 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/](http://www.vuw.ac.nz/st_services/) or email [student-services@vuw.ac.nz](mailto: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](mailto: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](mailto:Maori-Pacific-Mentoring@vuw.ac.nz)