

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
2006 Trimester 2
Course Outline

COURSE COORDINATOR

Mondher Sahli

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ADMINISTRATION ASSISTANT

Linda Walker

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LECTURE TIME AND LOCATION

Tuesday 09.30 - 12.20 p.m. RWW125

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 role, scope and impact of multinational corporations (MNCs) in tourism. Consideration is also given to the pattern and the scale of foreign direct investment (FDI) in hotels both in developed and developing economies.

To achieve these, the paper draws on a blend of academic theories and practitioner perspectives, experiences, successes and failures to provide participants with a deeper understanding of the challenges and complexities of managing tourism firms.

COURSE OBJECTIVES

1. To understand the fundamental concepts and principles of strategy: strategic mission, strategy formulation, and strategy implementation.
2. To familiarise participants with the literature on managerial economics, multinational corporations and international investments.
3. To enhance their ability to participate in class discussion and debate and be able to draw on existing ideas as well as those presented in the course to support their arguments.
4. To examine the growing internationalization of tourism firms in the world economy, with special emphasis on the international hotel industry.
5. To think critically about the issues relating to FDI in tourism in the world economy.
6. To conduct an audit of the operating environment of various tourism activities (airlines, international hotel chains, airports...).

EXPECTED WORKLOAD

Students can expect the workload, outside of class times, to be approximately 10 hours per week for each of the teaching weeks, plus 30 hours aggregated over other periods, for this course.

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 three hours per week will be organised as follows:

The **first part** of the class will be devoted to a discussion and critique of the readings assigned for that week, and any wider issues of interest. From week four, this discussion will be led by a student from the class in the form of interactive seminar.

The **second part** will be used to provide an overview of the topic under discussion. This will be in a lecture format led by the course coordinator, with opportunities for student discussion and comment.

COURSE READINGS

Lecture materials will be drawn from reading books, journals and other sources on relevant issues. These will be handed out during the course. The readings provided by the course coordinator should be considered as the starting point for wider reading in preparation for seminars and leading class discussion. Therefore, you are encouraged to make use of the library databases, books and periodicals, as well as web resources to obtain further readings relevant to this course.

When studying an article (or a 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

COURSE AGENDA & SCHEDULE

Lectures: 9:30 a.m.-12:20 p.m. Tuesdays- Room: RWW125

Week	TOPIC
Week 1: Tues 11 th July	<ul style="list-style-type: none"> • <u>NO CLASS (I will be overseas)</u>
Week 2: Tues 18 th July	<ul style="list-style-type: none"> • Introduction to course and assignment
Week 3: Tues 25 th July	<ul style="list-style-type: none"> • Overview of strategic analysis
Week 4: Tues 1 st August	<ul style="list-style-type: none"> • Tourism and specialisation
Week 5: Tues 8 th July	<ul style="list-style-type: none"> • Extent and pattern of FDI in tourism
Week 6: Tues 15 th August	<ul style="list-style-type: none"> • Theories of Internationalization and locational strategies
Extra class: TBA	<ul style="list-style-type: none"> • Assessing the impacts of multinational hotel development in developing countries
<u>MID-TRIMESTER BREAK</u>	
Week 7: Tues 5 th September	<ul style="list-style-type: none"> • Information technology and tourism
Week 8: Tues 12 th September	<ul style="list-style-type: none"> • Sectoral analysis I
Week 9: Tues 19 th September	<ul style="list-style-type: none"> • Sectoral analysis II
Week 10: Tues 26 th September	<ul style="list-style-type: none"> • Sectoral analysis III
Week 11: Tues 3 rd October	<ul style="list-style-type: none"> • Seminar presentations I
Week 12: Tues 10 th October	<ul style="list-style-type: none"> • Seminar presentations II • Last class meeting

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

ASSESSMENT

The paper will be assessed on the basis of 100% coursework. It is required that students obtain at least 50% (C grade) overall to obtain a pass grade for this course. Performance evaluation will be based on four items:

	<i>Value</i>
Assignment 1: Essay	30%
Seminar & leading class discussion	20%
Contributions to class participation	20%
Case analysis report	30%

ESSAY 1 (30% - Due on Tuesday 15th August 2006-09:30 am)

Length guide: 3,500 words

What are the key factors influencing foreign direct investment flows in tourism? How well have these factors been captured by the existing literature?

CONTRIBUTIONS TO CLASS PARTICIPATION (20%)

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
- d) your weekly critical evaluation
- e) your preparation of the discussion questions in class

Approximately every week, you are required to read, critique the readings and be prepared to address the discussion questions that have been assigned for that week. You can expect two to three readings for each weekly session, depending on the topic. To do your weekly critique, you should first read and try to understand the assigned readings. You might like to prepare a brief summary of each one for your own use, including purpose and research gap, seminal and theoretical literature, methodology, key findings, limitations and future areas for research.

The critique itself should comment on the group of papers as a whole. What are the similarities/differences of the papers? Do they have a common purpose, for instance, looking at a similar issue but from different perspectives?

What issues do these papers raise, and how successfully do you think they address them? What limitations, in terms of scope, methodology or research design, and results, are apparent?

The length of your critique should be one page, single-spaced, and it should be typed in Times New Roman 12 point font.

A copy of your weekly critiques should be made for each participant in the course.

SEMINAR & LEADING CLASS DISCUSSION (20%)

In week two you will be assigned a topic and date for your seminar. Seminars are held at the beginning of each lecture session, starting from week four. You should aim for the seminar to take approximately 1 to 1.5 hours (max), including class discussion time.

The purpose of this seminar is for you to provide the class with an in-depth perspective on the selected topic, and to be able to develop your own research, reporting and presentation skills. Hence you will be expected to not only cover the assigned readings for that week, but also to read more widely into the topic.

You might like to be creative with your class discussion, for example assigning activities or 'quizzes' to draw out the key points, stimulating debate, or facilitating small group discussion around specific questions.

Note: in the week prior to the seminar, the student presenting should make a time to meet with the course lecturer to discuss how he/she will led the session.

CASE ANALYSIS REPORT (30%)

You will be required to conduct a strategic environmental assessment of an international tourism organisation 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 Tuesday 3rd October or Tuesday 10th 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.

* Lead a 50 min seminar (30 minutes of formal presentation & 20 minutes discussion)

Either: Tuesday 3rd October or Tuesday 10th October.

* Written paper (3,500 words)

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

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.

HANDING IN ASSIGNMENTS

Students must prepare two copies of each hand-in and keep the second copy for their own reference. Students must also keep an electronic copy of their work archived in case the original assignment goes missing. Failure to do so will jeopardise any claim by you that your work was submitted in the rare cases where your work goes astray.

Essays submitted by e-mail will not be accepted.

INDIVIDUAL AND GROUP WORK

Collaboration on individual assignments 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.

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 meet the Mandatory Course Requirements.

Extensions will only be granted under special circumstances by the course coordinator. 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). As noted on the first page, Linda’s office hours are from 9:00 am to 3:30 pm.

MANDATORY COURSE REQUIREMENTS

To fulfill the mandatory course requirements for this paper students must submit all assignments by the specified due dates and attend at least 10 classes in order to pass the course. In addition, all questions assigned for class readings must be completed and handed in for the relevant readings (specified on the class schedule).

If your overall mark is 50 percent or above, but you do not meet one or more of the above mandatory course requirements then a fail grade of ‘K’ will be awarded:

COMMUNICATION OF ADDITIONAL INFORMATION

Additional information, and information on changes, will be conveyed to students using the Blackboard system, and through announcements in class.

Left-over copies of materials distributed in class (for example, tutorial assignments and class handouts) will be available from the lecturer.

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.

REFERENCING

There are many different styles of referencing and the Faculty of Commerce & Administration at VUW has decided to make APA (American Psychological Association) referencing style the common standard across the Faculty. The Commerce and Central Libraries hold the APA Style Guide. You can also access the information from the *2006 Tourism Courses Style Guide* and the online VUW library site (<http://www.vuw.ac.nz/library/resources/virtualref.shtml#style>).

Faculty of Commerce and Administration Offices

Railway West Wing (RWW) - FCA Student and Academic Services Office

The Faculty's Student and Academic Services Office is located on the ground and first floors of the Railway West Wing. The ground floor counter is the first point of contact for general enquiries and FCA forms. Student Administration Advisers are available to discuss course status and give further advice about FCA qualifications. To check for opening hours call the Student and Academic Services Office on (04) 463 5376.

Easterfield (EA) - FCA/Education/Law Kelburn Office

The Kelburn Campus Office for the Faculties of Commerce and Administration, Education and Law is situated in the Easterfield Building - it includes the ground floor reception desk (EA005) and offices 125a to 131 (Level 1). The office is available for the following:

- Duty tutors for student contact and advice.
- Information concerning administrative and academic matters.
- Forms for FCA Student and Academic Services (e.g. application for academic transcripts, requests for degree audit, COP requests).
- Examinations-related information during the examination period.

To check for opening hours call the Student and Academic Services Office on (04) 463 5376.

General University Policies and Statutes

Students should familiarise themselves with the University's policies and statutes, particularly the Assessment Statute, the Personal Courses of Study Statute, the Statute on Student Conduct and any statutes relating to the particular qualifications being studied; see the Victoria University Calendar available in hard copy or under 'About Victoria' on the VUW home page at www.vuw.ac.nz.

Student 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 are to be taken if there is a complaint. For information about complaint procedures under the Statute on Student Conduct, contact the Facilitator and Disputes Advisor or refer to the statute on the VUW policy 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; class representatives may be able to help you in this. If you are not satisfied with the result of that meeting, see the Head of School or the relevant Associate Dean; VUWSA Education Coordinators are available to assist in 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 at 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. The University defines plagiarism as follows:

The presentation of the work of another person or other persons as if it were one's own, whether intended or not. This includes published or unpublished work, material on the Internet and the work of other student or staff.

It is still plagiarism even if you re-structure the material or present it in your own style or words.

Note: It is however, perfectly acceptable to include the work of others as long as that is acknowledged by appropriate referencing.

Plagiarism is prohibited at Victoria and is not worth the risk. Any enrolled student found guilty of plagiarism will be subject to disciplinary procedures under the Statute on Student Conduct and may be penalised severely. Consequences of being found guilty of plagiarism can include:

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

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 Impairments

The University has a policy of reasonable accommodation of the needs of students with disabilities. The policy aims to give students with disabilities the same opportunity as 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, 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 (DSS) to discuss your individual needs and the available options and support on

a confidential basis. DSS are located on Level 1, Robert Stout Building, telephone (04) 463 6070, email disability@vuw.ac.nz. The name of your School's Disability Liaison Person is in the relevant prospectus or can be obtained from the School Office or DSS.

Student Support

Staff at Victoria want students to have positive learning experiences at the University. Each Faculty has a designated staff member who can either help you directly if your academic progress is causing you concern, or quickly put you in contact with someone who can. Assistance for specific groups is also available from the Kaiwawao Māori, Manaaki Pihipihinga or Victoria International.

In addition, the Student Services Group (email student-services@vuw.ac.nz) is available to provide a variety of support and services. Find out more at www.vuw.ac.nz/st_services/.

VUWSA employs 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 (tel. 04 463 6983 or 04 463 6984, email education@vuwsa.org.nz) is located on the ground floor, Student Union Building.

Manaaki Pihipihinga - Maori and Pacific Mentoring Programme (Faculty of Commerce and Administration)

This is a mentoring service for Maori and Pacific students studying at all levels. Weekly one hour sessions are held at the Kelburn and Pipitea Campuses in the Mentoring Rooms, 14 Kelburn Parade, and Room 210 and 211, Level 2, Railway West Wing. Sessions cover drafting and discussing assignments, essay writing, and any questions that may arise from tutorials and/or lectures. A computer suite networked to Cyber Commons is available for student use.

To register with Manaaki Pihipihinga, please contact one of the following:

Puawai Wereta
Room 210, Level 2
Railway West Wing
Tel. (04) 463 8997

Email: Puawai.Wereta@vuw.ac.nz

Fa'afai Seiuli
Room 109 B
14 Kelburn Parade
Tel. (04) 463 5842

Email: Faafoi.Seiuli@vuw.ac.nz