



Victoria Management School

TOUR 409 Strategy and Tourism Organisation in the Global Economy

Trimester 1 2007

COURSE OUTLINE

COURSE COORDINATOR

Mondher Sahli

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ADMINISTRATION ASSISTANT

Linda Walker

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LECTURE TIME AND LOCATION

Thursday 01.40 - 4.30 p.m. RWW223

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 tourism both in developed and developing economies.

The paper draws on a blend of academic theories and practitioner perspectives, case studies, experiences, successes and failures to provide students with a deeper understanding of the challenges and complexities of managing tourism firms.

COURSE OBJECTIVES

Studying Tour409 course will give students the opportunity to:

1. understand the fundamental concepts and principles of strategy: strategic mission, strategy formulation, and strategy implementation.
2. become familiar with the literature on managerial economics, strategic analysis, foreign direct investment (FDI) and multinational corporations.
3. evaluate tourism organisations' strategy and positioning in relation to their competitive environment
4. examine the growing internationalization of tourism firms in the world economy, with special emphasis on the international hotel industry.
5. conduct an audit of the operating environment of various tourism activities (airlines, international hotel chains, airports...).
6. enhance their ability to participate in class discussion, debate and be able to draw on existing ideas as well as those presented in the course to support their arguments.

SKILLS

In meeting these objectives, this course will prepare students for a professional career in tourism management by providing them with the opportunity to:

- gain industry specific expertise in international tourism management
- deal with complex strategic issues both systematically and creatively and make sound judgments
- demonstrate self direction and originality in solving some tourism managerial issues
- provide evidence of self-assessment and the learning achieved
- discuss issues and communicate ideas relating to today's international tourism business environment.

EXPECTED WORKLOAD

Students can expect the workload, outside of class times, to be approximately 10 hours per week for each of the teaching weeks. There will be **high expectations** placed upon the students to be well prepared for the program and to **actively participate** in discussion and exercises

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 three, 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: 1:40-4:30 p.m. Thursdays- Room: RWW223

Week	TOPIC
Week 1: Thur 1 st March	<ul style="list-style-type: none"> • Introduction to course and assignment
Week 2: Thur 8 th March	<ul style="list-style-type: none"> • Overview of strategic analysis I
Week 3: Thur 15 th March	<ul style="list-style-type: none"> • Overview of strategic analysis II
Week 4: Thur 22 nd March	<ul style="list-style-type: none"> • Extent and pattern of FDI in tourism
Week 5: Thur 29 th March	<ul style="list-style-type: none"> • Theories of internationalization
Week 6: Thur 5 th April	<ul style="list-style-type: none"> • The impact of FDI in tourism
<u>MID-TRIMESTER BREAK</u>	
Week 7: Thur 26 th April	<ul style="list-style-type: none"> • Measuring tourism competitiveness
Week 8: Thur 3 rd May	<ul style="list-style-type: none"> • Measuring tourism specialisation
Week 9: Thur 10 th May	<ul style="list-style-type: none"> • Guest speaker to be confirmed
Week 10: Thur 17 th May	<ul style="list-style-type: none"> • Case study analysis
Week 11: Thur 24 th May	<ul style="list-style-type: none"> • Seminar presentations I
Week 12: Thur 31 st May	<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>	<i>Due Dates</i>
Assignment 1: Essay	30%	12:30pm Thurs 12 April 07
Seminars & leading class discussions	20%	In class
Contributions to class participation	20%	In class
Assignment 2: Individual report or literature review	30%	Two weeks after presentation

ESSAY 1 (30% - Due on Thursday 12th April 2007-12:30 pm)

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.

SEMINARS & LEADING CLASS DISCUSSIONS (20%)

In week one you will be assigned two topics and dates for your seminars. Seminars are held at the beginning of each lecture session, starting from week three. Each group of students (2-3 students per group) should aim for the seminars to take approximately 75 minutes, including class discussion time. In addition to the oral delivery, students should provide a handout summarising the presentation.

The purpose of these seminars is to provide the class with an in-depth perspective on the selected topics, and to be able to work as a team. Hence you will be expected to not only cover the assigned readings for that week, but also to read more widely into the topics.

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 students presenting should make a time to meet with the course coordinator to discuss how they will lead the session.

INDIVIDUAL PROJECT OR LITERATURE REVIEW (30%)

Option 1: Case study analysis

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 Thursday 7th June or Thursday 14th June 07.

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 approximately 4000 words in length, and fully referenced to include all the literature sources you have read.

* Lead a 30 min seminar (20 minutes of formal presentation & 10 minutes discussion)

Either: Thursday 24th or Thursday 31st May 07.

* Written paper (4000 words)

Submitted two weeks after the presentation (i.e **Thursday 7th or 14th June**).

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.

Option 2: Literature review

Students who choose the second option are required, after consultation with the course lecturer, to select research and submit a literature review dealing with an aspect related to the course. Topics selected must be interesting and non-trivial. Work must be based on existing secondary literature in that area. You will be encouraged to choose your topic early in the course, and are required to submit a research question and potential literature streams for investigation, for consideration and approval by the course lecturer before **mid-trimester break**.

Literature Review Proposal

No later than 5th April

The literature review will establish the broad context of topic under investigation; examine the extent of research to-date (empirical and conceptual work), with a view to explaining how the existing literature addresses the research question/issue you have posed to guide the literature search. You should also examine the reasons why the literature does not adequately address the specific research question(s) or research issue posed. The objective of the literature review is to provide a background for future research, by identifying the 'research gap' and justifying need for the new area of research. The focus, therefore, should be on reviewing, synthesizing and critiquing existing literature relevant to your research question.

Length should be approximately 4000 words

Final submission and presentation

You will be required to present the findings of your literature review to the class either Thursday 24th or Thursday 31st May 07.

The objective of the presentation is to present in a formal seminar style setting the findings of your literature review, including your synthesis of information gathered, and its implications for further research. The presentation should take no longer than 20 minutes, plus an additional 10 minutes will be allowed for questions and comments from the audience.

* Written paper (4000 words)

Submitted two weeks after the presentation (i.e **Thursday 7th or 14th June**).

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 pass the course, all assessments must be completed on time with an overall grade.

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 *2007 Tourism Courses Style Guide* and the online VUW library site (<http://www.vuw.ac.nz/library/resources/virtualref.shtml#style>).

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.

Email Contact

Students wishing to contact staff by email should adhere to the following instructions:

Include the **Course Code**, your **Name**, your **Student ID** and the **Topic** in the subject area of the email, eg

TOUR409_Smith_Pauline_3000223344_Ass1 Query

All students must use their VUW SCS email account and ID. Otherwise, email will be classified as Spam and will be dumped without being read. All emails with attachments will be dumped, unless requested by staff.

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 or go to www.vuw.ac.nz/policy.

For information on the following topics, go to the Faculty's website www.vuw.ac.nz/fca under Important Information for Students:

- Academic Grievances
- Academic Integrity and Plagiarism
- Student and Staff Conduct
- Meeting the Needs of Students with Impairments
- Student Support

Manaaki Pihipihinga Programme

Manaaki Pihipihinga is an academic mentoring programme for undergraduate Māori and Pacific students in the Faculties of Commerce and Administration, and Humanities and Social Sciences. Sessions are held at the Kelburn and Pipitea Campuses in the Mentoring Rooms, 14 Kelburn Parade (back courtyard), Room 109D, and Room 210, Level 2, Railway West Wing. There is also a Pacific Support Coordinator who assists Pacific students by linking them to the services and support they need while studying at Victoria. Another feature of the programme is a support network for Postgraduate students with links to Postgraduate workshops and activities around Campus. For further information, or to register with the programme, email manaaki-pihipihinga-programme@vuw.ac.nz or phone (04) 463 5233 ext. 8977. To contact the Pacific Support Coordinator, email pacific-support-coord@vuw.ac.nz or phone (04) 463 5842.