



Victoria Management School

TOUR 406
MANAGING THE TOURISM WORKFORCE

Trimester 2, 2007

COURSE OUTLINE

COURSE COORDINATOR

Dr. Karen Smith

Room: RH 925, Rutherford House
Phone: 463 5721
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Website: <http://blackboard.vuw.ac.nz/>

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

FRIDAY 12:40 to 3:30pm in GB G04

Course Overview and Objectives

As a labour-intensive service industry, the cliché “tourism is about people” (Baum, 1993:3) is a reality. Staff play a vital role in the delivery of tourism products, and the interactions with tourism workers are an integral part of the tourist’s experience and levels of satisfaction. Labour costs are often one of the largest elements of a tourism business’ budget, but increasingly employees are also being seen as a resource that can build competitive advantage.

This course addresses contemporary human resource issues in the tourism and hospitality industries and the challenges for those managing and leading the tourism workforce. Human resource management (HRM) 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 this workforce will be explored. This includes consideration of HRM issues in both small and medium sized enterprises (SMEs) and large, international and multi-site tourism businesses.

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 course includes a professional development workshop, with input from the University’s Careers Service.

Course Objectives:

On completion of the course, you should be able to:

- Assess the characteristics of tourism employment and the implications for managing and leading this workforce
- Identify and critically evaluate contemporary human resource issues facing tourism practitioners
- Compare and contrast approaches to human resource management in a range of tourism businesses and locations

Skills:

In meeting these objectives, this course will give the opportunity to develop a variety of skills, specifically the ability to:

- Understand the diversity of tourism and hospitality employment and appreciate the challenges of managing and leading this workforce
- Identify and critique best practice in the management of human resources in the tourism and hospitality industries
- Engage effectively in constructive group discussions and debate
- Develop and communicate your ideas in a range of written and oral formats
- Reflect on your career path and professional development, including writing curriculum vitae (CV)

Expected Workload

Students can expect the workload to be approximately 10hrs per week (15pt course), including both scheduled contact time (lectures, tutorials, workshops) and outside class.

TEACHING PROGRAMME

Week	Date	Topic	Deadlines
1	Fri 13 th July	Introduction to course and assignments; Working in Tourism	
2	Fri 20 th July	Characteristics of tourism employment and labour markets	
3	Fri 27 th July	Human resource management challenges in the tourism industry	
4	Fri 3 rd Aug	Managing workforce diversity in tourism	Submit topic for assignments 2&3
5	Fri 10 th Aug	Emotional labour Dr Adam Weaver: work and performance in the cruise industry	
6	Fri 17 th Aug	Employee resourcing – recruitment and selection	Assignment 1
MID-TERM BREAK			
7	Fri 7 th Sept	Training and development	
8	Fri 14 th Sept	Reward, retention and turnover Seminar presentation	Assignment 2 (group A)
9	Fri 21 st Sept	Seminar presentations	Assignment 2 (group B & C) Assignment 3 (group A)
10	Fri 28 th Sept	Seminar presentations	Assignment 2 (group D & E) Assignment 3 (group B & C)
11	Fri 5 th Oct	Managing non-standard workers – Volunteers in the tourism sector	Assignment 3 (group D & E)
12	Fri 12 th Oct	Professional development workshop	Prepare CV

ASSESSMENT

1. Individual Essay	40%
2. Group Seminar Presentation	10%
3. Individual Seminar Paper	40%
4. Participation	10%

The four pieces of assessment are designed to evaluate your understanding of the key ideas from throughout the course and to assess the skills obtained from it.

ASSIGNMENT 1 – Individual Essay (40%) 3,500 words

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

EITHER

Critically evaluate the relationship between seasonality and tourism employment.

OR

Critically assess 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 12.40pm **Friday 17th August 2007** – submit to Linda Walker in RH 927.

ASSIGNMENT 2 – Group Seminar Presentation (10%)

ASSIGNMENT 3 – Individual Seminar Paper (40%)

The purpose of these assignments is to critically evaluate a contemporary issue in the management and leadership 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 students and course co-ordinator, and must be agreed before submission. The topic must:

- Critically evaluate a contemporary issue for those working in the tourism and hospitality sectors
- Draw on tourism and HR theory and research
- Be a significantly different area to the assignment 1 topic and not over-lap with other groups' topics
- Be submitted to the course coordinator for review by Friday 3rd August 2007.

This will be assessed in two parts:

10% - Group Seminar Presentation – in pairs, lead a 1½ hour seminar.

You will need to think of ways of involving and engaging your audience with the topic material; any formal presentation element can take a maximum of 30 minutes.

If you require the class to do any preparation (e.g. a reading or background on a case study), this must be distributed one week before your seminar presentation.

Presentations: Friday 14th, 21st and 28th September 2007.

40% - Individual Seminar Paper (3,000 words)

This is an individual write-up of your seminar topic and will be submitted one week after the presentation (by 12.40pm on the following Friday).

While you will work with your partner to research and prepare the seminar presentation, the written paper should be your own work and should incorporate feedback from the presentation discussion. With the agreement of the course co-ordinator, your written paper may explore different aspects of the topic to that of your co-presenter.

Examples of topics could include:

- Perceptions of tourism as a career
- Factors influencing career development in the tourism and hospitality sectors
- Working conditions and remuneration in the tourism and hospitality sectors
- Causes and consequences of absenteeism and labour turnover in the tourism and hospitality sectors
- The empowerment of front line staff: implications for tourism and hospitality industries
- Lifestyle entrepreneurs in the tourism sector
- Managing cross cultural issues in tourism and hospitality employment
- Employment issues in the tourism family firm
- Leadership in tourism
- Population change and the implications for tourism and hospitality employment

ASSESSMENT 4 – Participation (10%)

This will cover your preparation for each class and contribution to class discussions, debate and activities. Preparation for classes includes set readings and directed research on case study organizations.

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. (2006) *Human Resource Management for Tourism Hospitality and Leisure: an international perspective*. Thompson Learning, London.

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 seven days after the due date. Students who do not submit an assignment before the seven days have elapsed will not fulfill the mandatory course requirements.

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

To fulfill the mandatory course requirements for this course you must:

- (1) submit all assignments within seven days of the specified due dates,
- (2) attend **10** out of **12** classes.

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.

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.

Assignments submitted by e-mail will not be accepted.

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 online VUW library site (<http://www.vuw.ac.nz/library/resources/virtualref.shtml#style>).

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.

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.