

Victoria Management School

TOUR406

MANAGING THE TOURISM WORKFORCE

Trimester Two 2009

COURSE OUTLINE

COURSE COORDINATOR

Dr Karen Smith

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ADMINISTRATOR

Helen Jiang

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Teaching Period: Monday 13th July to Friday 16th October 2009

Withdrawal dates: Information available via

<http://www.victoria.ac.nz/home/admisenrol/payments/withdrawlsrefunds.aspx>

Class Times and Room Numbers

Friday 12:40 – 15:30 RWW315

Introduction and Course Content

As a labour-intensive service industry, the cliché ‘tourism is about people’ 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 tourist 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.

Teaching Programme

Week	Date	Topic	Deadlines
1	Fri 18 th July	Introduction to course and assignments; Working in Tourism	
2	Fri 25 th July	Characteristics of tourism employment and labour markets	
3	Fri 31 st July	Human resource management challenges in the tourism industry	
4	Fri 7 th Aug	Emotional labour: work and performance in tourism	Submit topic for assignments 2&3
5	Fri 14 th Aug	Managing workforce diversity in tourism	
6	Fri 21 st Aug	Applications of human resource management in large-scale/multi-national tourism businesses	Assignment 1
MID-TRIMESTER BREAK			
7	Fri 11 th Sept	Applications of human resource management in small and medium-sized tourism businesses	
8	Fri 18 th Sept	2 Seminar presentations	Assignment 2 (groups A & B)
9	Fri 25 th Sept	1 Seminar presentation Graduates' perceptions of work in the tourism industry Dr Adam Weaver, VMS	Assignment 2 (group C) Assignment 3 (group A & B)
10	Fri 2 nd Oct	Managing work in the events sector	Assignment 3 (group C)
11	Fri 9 th Oct	Managing non-standard workers – Volunteers in the tourism sector	
12	Fri 16 th Oct	Professional development workshop Millie Douglas, Careers Advisor, VUW	Prepare CV

Programme and Course-Related Learning Objectives – BTM (Hons)

Learning Goal #1: Our graduates will possess and apply an advanced understanding of tourism management, be able to undertake and use research, and have a range of transferable skills.

Learning Objectives

Graduates will be able to:

- (a) demonstrate a critical understanding of theoretical and applied aspects of tourism management;
- (b) display an advanced appreciation for concepts and methods that inform the management of tourism organizations, businesses, and resources;
- (c) design and conduct independent research;
- (d) develop skills and knowledge that provide a solid platform for further postgraduate study.

Learning Goal #2: Our graduates will demonstrate application of critical and creative thinking skills to practical and theoretical tourism management problems.

Learning Objectives

Graduates will be able to:

- (a) think conceptually and analytically about tourism and its management;
- (b) synthesize and evaluate a range of tourism management issues;
- (c) access, evaluate and apply a range of information and data sources;
- (d) use innovative thinking and creative skills in the context of the tourism business environment and tourism research.

Learning Goal #3: Our graduates will be effective and confident communicators.

Learning Objective

Graduates will be able to communicate ideas and research findings articulately and effectively in a range of written and oral formats.

Learning Goal #4: By meeting the above learning goals, our graduates will display leadership and be able to assume positions of responsibility in the tourism industry and related sectors.

Learning Objectives

Graduates will be able to:

- (a) engage in effective decision making through their analytical, creative and communications skills and experience;
- (b) demonstrate a mastery of a wide range of tourism management concepts and techniques.

Course-related Student Learning Objectives and Skills

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

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

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

1. Understand the diversity of tourism and hospitality employment and appreciate the challenges of managing and leading this workforce
2. Identify and critique best practice in the management of human resources in the tourism and hospitality industries

3. Engage effectively in constructive group discussions and debate
4. Develop and communicate your ideas in a range of written and oral formats
5. Reflect on your career path and professional development, including writing curriculum vitae (CV)

Expected Workload

According to the University's Assessment Handbook, students are expected to devote 10 hours per week to this 15-point course. The course will be run as a series of seminars and students are expected to come to class having read any preparatory materials and undertaken any directed research preparation. These readings will be distributed during class each week.

Group Work

While the course has a tradition of study group collaboration, there are important elements in the assessment process that are strictly individual. 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. You will be expected and encouraged to work in groups on in-term cases and assignments; however reports must be individual submissions.

ASSESSMENT REQUIREMENTS

Assignment	Title	Weight	Date	Course-related Student Learning Objectives
1	Individual Essay	40%	Friday 21 st August 2009	1
2	Group Seminar Presentation	10%	Friday 18 th or 25 th September 2009	2
3	Individual Seminar Paper	40%	Friday 25 th Sept or 2 nd October 2009	2
4	Participation	10%		3
	TOTAL	100%		

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. The assessments each relate to the Course-related Student Learning Objectives.

ASSIGNMENT 1 – Individual Essay (40%) 3,000-3,500 words

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

Either

‘...seasonality presents business challenges to a destination and to individual operators’ (Baum, 2001: 2). Critically assess the relationship between seasonality and tourism employment.

Or

Critically evaluate the concept of emotional labour and its application to tourism and hospitality work.

Deadline 12.40pm **Friday 21st August 2009** – submit to Helen Jiang 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 identify, research and analyse 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 7th August 2009.

This will be assessed in two parts:

10% - Group Seminar Presentation – in pairs, lead a 1 hour 15 minutes 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 18th or 25th September 2009.

40% - Individual Seminar Paper (3,000-3,500 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:

- The empowerment of front line staff: implications for tourism and hospitality industries
- Causes and consequences of absenteeism and labour turnover in the tourism and hospitality sectors
- Managing cross cultural issues in tourism and hospitality employment
- Managing work/life balance in tourism and hospitality employment
- Population change and the implications for tourism and hospitality employment
- The challenges of managing Gen Y as tourism and hospitality employees
- *Other topic which meets the above requirements*

ASSESSMENT 4 – Participation (10%)

Your full and active participation is essential to develop your critical and communication skills, to acquire leadership experience and to get the most out of this course. You are expected to attend all classes.

The Participation grade 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.

Peer assessment: You will be asked to comment constructively (and confidentially) on the other groups' presentations, although this will not contribute to their final mark. This, and your participation in their seminar will be an element of your course participation grade.

Handing in assignments

Students must prepare two copies of each written assignment and keep the second copy for their own reference. Students should 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. Please submit your assignments to Helen Jiang (RH 927) by the specified due date.

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.

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

The *Journal of Human Resources in Hospitality & Tourism* is an obvious starting point. 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 through the Library's online databases.

Mandatory Course Requirements

To meet Mandatory Course Requirements, students are required to:

- a. Attend all classes, and
- b. Submit all assignments within the allowable timeframe (see the 'Penalties' section below)

Students who fail to satisfy the mandatory requirements for this course but who obtain 50% or more overall, will be awarded a "K" grade. Standard fail grades (D or E) will be awarded when the student's overall course mark falls below the minimum pass mark, regardless of whether the mandatory course requirements have been satisfied or not.

Penalties - for Lateness & Excessive Length of Assignments

- (i) In fairness to other students, work submitted after any deadline will incur a penalty for lateness. 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). **Saturdays, Sundays and public holidays** will be included when counting the number of days late. Assignments received **more than 7 days after the due date** will not be accepted and the student will **automatically fail 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 Karen Smith.

- (ii) Course Outlines provide a signal to students of forthcoming workload, dates of submission etc, and thus student study plans should take account of course requirements across all courses. Consequently, workload issues related to other courses and employment will not be accepted as reason for dispensation from mandatory requirements or waiver of penalties. **Extensions** to submission deadlines for any assigned work will only be granted in **exceptional circumstances**.
- (iii) Students who are unable to comply with any of the mandatory requirements should make a written application for an extension to the due date for submission of assigned work or for waiver of a penalty, **in advance**, to a course coordinator, providing documentary evidence of the reasons of their circumstances. All such applications must be made **before** the deadline and be accompanied by documentary evidence, eg a medical certificate, or counsellor's report clearly stating the degree of impairment, and the dates the illness or event prevented you from undertaking your academic studies. This can be applied retrospectively.
- (iv) In the event of unusual or unforeseeable circumstances (e.g. serious illness, family bereavement or other exceptional events), that precludes an application in advance, students should make contact with one of the course coordinators as soon as possible, and make application for waiver of a penalty as soon as practicable.
- (v) Word limits should be adhered to, especially so when they provide a guide to limiting the student's coverage of a topic. **The penalty will be 10% of the grade for an assignment which is 10% over the word limit.**

Grading Guidelines

The following broad indicative characterisations of grade will apply in grading assignments and the exam:

- A+ excellent performance in all respects at this level
- A excellent performance in almost all respects at this level
- A- excellent performance in many respects at this level
- B+ very good, some aspects excellent
- B, B- good but not excellent performance at this level
- C+, C work satisfactory overall but inadequate in some respects
- D poor performance overall, some aspects adequate
- E well below the required standard
- K failure to achieve mandatory course requirements and have achieved at least an average "C" over all the assessment. Note this is a failing grade.

Policy on Remarking

Students may ask for their written work to be remarked. Course instructors in tourism management put tremendous effort into the grading of student assignments. Students are encouraged to speak with the course coordinator if they believe that their mark is not an accurate reflection of the quality of their work.

Application for remarks must be made within 5 days after the marks are available. Allow up to 5 days for remarks to be completed.

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.victoria.ac.nz/library/research/reference/referencingguides.aspx>

Communication

Information on course-related matters will be announced at class. The course co-ordinator can be contacted using the details on the front of this course outline.

For the following important information follow the links provided:

Academic Integrity and Plagiarism

<http://www.victoria.ac.nz/home/study/plagiarism.aspx>

General University Policies and Statutes

<http://www.victoria.ac.nz/home/about/policy/academic.aspx>

Faculty of Commerce and Administration Offices

<http://www.victoria.ac.nz/fca/studenthelp/Contactus.aspx>

Manaaki Pihipihinga Programme

http://www.victoria.ac.nz/st_services/mentoring/