

Victoria Management School

**TOUR 409**

**STRATEGY AND TOURISM ORGANISATION IN THE  
GLOBAL ECONOMY**

Trimester 2 2009

**COURSE OUTLINE**

---

**COURSE COORDINATOR**

**Dr Mondher Sahli**

Room: RH 916, Rutherford House  
Phone: 463 5718  
Email: [mondher.sahli@vuw.ac.nz](mailto:mondher.sahli@vuw.ac.nz)

**ADMINISTRATOR**

**Helen Jiang**

Room RH 927, Rutherford House  
Phone: 463 5720  
Email: [helen.jiang@vuw.ac.nz](mailto:helen.jiang@vuw.ac.nz)  
Fax: 463 5180

Teaching period: Monday 13<sup>th</sup> July to Friday 16<sup>th</sup> October

**Withdrawal dates:** Information available via

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

**CLASS TIME AND ROOM NUMBER**

Tuesday 09.30am - 12.20 p.m. RWW415

## INTRODUCTION AND COURSE CONTENT

The course is designed to provide students with advanced insight into international business within the tourism industry. It covers theoretical and empirical frameworks for understanding the key elements to be considered in doing business abroad. It is concerned with how a firm determines its strategic direction, as well as the role, scope and impact of multinational corporations (MNCs) in host countries. Consideration is given to the pattern and the scale of foreign direct investment (FDI) in tourism both in developed and developing economies. The course also provides a thorough analysis of the concept of tourism competitiveness, methods for its measurement and implications for stakeholders and policy makers.

## COURSE-RELATED STUDENT LEARNING OBJECTIVES AND SKILLS

The course objectives of Tour 409 map onto the BTM (Hons) and MTM's graduate attributes. Studying Tour409 course will give students the opportunity to:

| Course objective  | Graduate attribute  |
|---|---|
| <ul style="list-style-type: none"> <li>Understand the fundamental concepts and principles of strategy: strategic mission, strategy formulation, and strategy implementation.</li> </ul> | <p><i>Critical thinking</i></p> <ul style="list-style-type: none"> <li>Develop a critical appreciation of the theories, models and approaches used in the field of strategic management</li> <li>Make connections between theoretical frameworks that deal with this topic and firms' practices.</li> </ul>   |
| <ul style="list-style-type: none"> <li>Become familiar with the literature on multinational corporations (MNCs) and foreign direct investment (FDI) in tourism</li> </ul>               | <p><i>Critical thinking</i></p> <ul style="list-style-type: none"> <li>Gain an initial appreciation of the main trends in FDI in tourism</li> <li>Think critically about the issues relating to MNCs in the tourism industry</li> <li>Develop the ability to understand the many, often conflicting, schools of thought about the impact of FDI in tourism.</li> </ul> <p><i>Creative thinking</i></p> <ul style="list-style-type: none"> <li>Apply broad concepts to case studies and develop response to issues raised</li> </ul> <p><i>Leadership</i></p> <ul style="list-style-type: none"> <li>Exhibit leadership by presenting a well-informed and convincing arguments to others in class</li> </ul> |
| <ul style="list-style-type: none"> <li>Debate the various definitions and methods for measurement of tourism competitiveness</li> </ul>   | <p><i>Critical thinking</i></p> <ul style="list-style-type: none"> <li>develop an understanding and appreciation of how to assess international competitiveness in tourism</li> <li>Make connections between different concepts and examples</li> <li>Be able to critically evaluate others' research in this field</li> </ul>  |

|   |   |
|---|---|
| <ul style="list-style-type: none"> <li>• Be able to communicate ideas clearly in class discussions, oral presentations and written work.</li> </ul> | <p><i>Leadership</i></p> <ul style="list-style-type: none"> <li>• Foster the ability to work as a team and co-ordinate tasks with others</li> </ul> <p><i>Communication</i></p> <ul style="list-style-type: none"> <li>• Participate in and lead class discussion</li> <li>• Deliver formal presentations to an audience</li> </ul> |
|---|---|

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

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

### 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.

### EXPECTED WORKLOAD

Students can expect the workload, outside of class times, to be approximately 10 hours per week for each of the teaching weeks. 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. The readings will be distributed during class each week

**COURSE AGENDA & SCHEDULE**

**Lectures: 9:30am-12:20 p.m. Tuesdays- Room: RWW415**

| Week   | TOPIC  |
|--|--|
| <b>Week 1:</b> Tuesday 21 <sup>st</sup> July`      | <ul style="list-style-type: none"> <li>• Introduction to course and assignments</li> </ul>                                 |
| <b>Week 2:</b> Tuesday 28 <sup>th</sup> July       | <ul style="list-style-type: none"> <li>• Foreign Market Entry Strategies: Case of international hotel companies</li> </ul> |
| <b>Week 3:</b> Tuesday 4 <sup>th</sup> August      | <ul style="list-style-type: none"> <li>• Competition issues in the tourism industry</li> </ul>                             |
| <b>Week 4:</b> Tuesday 11 <sup>th</sup> August     | <ul style="list-style-type: none"> <li>• Extent and pattern of FDI in tourism</li> </ul>                                   |
| <b>Week 4b:</b> ?????                              | <ul style="list-style-type: none"> <li>• Theories of internationalisation &amp; tourism</li> </ul>                         |
| <b>Week 6:</b> Tuesday 18 <sup>th</sup> August     | <ul style="list-style-type: none"> <li>• Impact of FDI in tourism – Country study</li> </ul>                               |
| <b><u>MID-TRIMESTER BREAK</u></b>                  |  |
| <b>Week 7:</b> Tuesday 8 <sup>th</sup> September   | <ul style="list-style-type: none"> <li>• Impact of FDI in tourism - Country study</li> </ul>                               |
| <b>Week 8:</b> Tuesday 15 <sup>th</sup> September  | <ul style="list-style-type: none"> <li>• Definitions of destination competitiveness</li> </ul>                             |
| <b>Week 9:</b> Tuesday 22 <sup>nd</sup> September  | <ul style="list-style-type: none"> <li>• Methods of measurement of destination competitiveness</li> </ul>                  |
| <b>Week 10:</b> Tuesday 29 <sup>th</sup> September | <ul style="list-style-type: none"> <li>• Definition &amp; Methods of measurement of tourism specialisation</li> </ul>      |
| <b>Week 11:</b> Friday 6 <sup>th</sup> October     | <ul style="list-style-type: none"> <li>• International Division of Tourism Specialisation</li> </ul>                       |
| <b>Week 12:</b> Friday 13 <sup>th</sup> October    | <ul style="list-style-type: none"> <li>• Overview of the course</li> </ul>   |

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

**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

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%          | 9:30am Tuesday 18 August 09 |
| Seminars & leading class discussions | 30%          | In class                    |
| Contributions to class participation | 10%          | In class                    |
| Assignment 2: literature review      | 30%          | 5:30pm Friday 9thOctober 09 |

The above 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 relate to the course-related student learning objectives.

### **ESSAY 1 (30% - Due on Tuesday 18<sup>th</sup> August 2009-9:30 am)**

**Length guide: 3500-4000 words**

**Please choose one of the following two topics:**

**Topic 1:** What are the key factors influencing foreign direct investment flows in tourism? How well have these factors been captured by the existing literature?

**Topic 2:** What are the benefits for host countries of allowing more foreign direct investment in tourism? Use relevant examples and also scholarly sources to address this question

### **CONTRIBUTIONS TO CLASS PARTICIPATION (10%)**

Your full and active participation is essential to develop your critical and communication skills, to acquire leadership skill experience and to get the most out of this course. You are expected to attend all classes. The class participation grade will be determined by:

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

Approximately every week, you are required to read any preparatory materials and address any research preparation that has been assigned for that week. You can expect two to three readings for each weekly session, depending on the topic.

To do your weekly research preparation, 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 weekly research preparation 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?

### **SEMINARS & LEADING CLASS DISCUSSIONS (30%)**

In week two you will be assigned 3 topics and dates for your seminars. Seminars are held at the beginning of each lecture session, starting from week three. Each pair of students 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.**

### **LITERATURE REVIEW (30%)**

Students 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 by **Tuesday 11<sup>th</sup> August 09**.

*Literature Review Proposal*

**9:30am Friday 9th October 09**

**Length guide: 3500-4000 words**

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 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.

## ASSIGNMENT SUBMISSION

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.**

### 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. |

## 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 directly to the course co-ordinator.

## MANDATORY COURSE REQUIREMENTS

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

- 1-submit all assignments by the specified due dates
- 2- attend all classes (students who miss a class must provide a medical certificate in order to account for their absence).

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.

## 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>).

## 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.

**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/](http://www.victoria.ac.nz/st_services/mentoring/)