

Victoria Management School

TOUR 390 APPLIED TOURISM MANAGEMENT

Trimester One 2010

COURSE OUTLINE

COURSE COORDINATOR

Dr Karen Smith

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ADMINISTRATOR

Helen Jiang

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Trimester Dates

Monday 1st March 2010 to Wednesday 30th June 2010

Teaching Period: Monday 1st March – Friday 4th June 2010

Study Period: Monday 7th June – Thursday 10th June 2010

Examination Period: Friday 11th June – Wednesday 30th June 2010 (inclusive)

Withdrawal from Courses:

Information available via

Withdrawal dates: Late withdrawals with Associate Dean (Students) permission
(See Section 8: Withdrawals - from the Personal Courses of Study Statute)

<http://policy.vuw.ac.nz/Amphora!~~policy.vuw.ac.nz~POLICY~000000001743.pdf>

Withdrawal dates: refunds:

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

Class Times and Room Numbers

Lectures: Mondays and Fridays, 10:30-11.20 RH LT3

Tutorials (starting week 1): Fridays, 11:30-12.20, 12.40-13:30, 13.40-14:30, 14:40-15.30

Course Content

Tourism businesses and organisations need an understanding of theoretical developments and research knowledge to ensure a profitable and sustainable tourism industry. According to Brownell (2003: 39-40) “principles drawn from research constitute a reliable knowledge base that enables practitioners to gain competitive advantage”, however she cautions that knowledge is “valuable only to the extent that managers can effectively implement the ideas and principles that they have acquired. Knowledge alone is insufficient to improve performance. For success, managers must be able to put knowledge to use”. The broad aim of this course is further develop your ability to ‘put knowledge to use’.

The course will require you to think critically about the challenges of tourism management as an applied process. To do this the course takes management concepts, theory and practice introduced in previous tourism courses (particularly TOUR240) and applies them to events and festivals. Special events will provide a context for this investigation as they are a major component of tourism. They act as ‘pull’ factors to attract tourists to a destination and enhance their visitor experience. Special events are also important for local communities as event audiences and spectators, participants, employees, volunteers, and local residents.

You will be encouraged to think creatively about applying tourism management theory in a range of situations and challenged to develop appropriate solutions to management problems. You will need to effectively communicate your ideas in oral and written formats appropriate to different audiences. New Zealand and international case studies will be used throughout the course in lectures, tutorials and assessments. This enables in-depth and critical investigation and evaluation of concepts and their application to a range of event businesses and organisations in the public, private and not-for-profit (third) sectors.

Programme and Course-related Learning Objectives

Learning Goal #1: Our graduates will possess and apply specific knowledge of tourism management as well as a range of transferable skills.

Learning Objectives

Graduates will be able to:

- (a) demonstrate a systematic understanding of theoretical and applied aspects of tourism management
- (b) display an appreciation for concepts and methods that inform the management of tourism organizations, businesses, and resources
- (c) acquire skills and knowledge that provide a solid platform for graduate study

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

Learning Objectives

Graduates will be able to:

- (a) think conceptually and systematically about tourism and its management
- (b) assess a range of tourism management issues, plans, and concepts
- (c) identify, access, and evaluate a range of information and data sources
- (d) undertake and apply research in tourism management
- (e) use innovative thinking and creative skills in the context of the tourism business environment

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

Learning Objectives

Graduates will be able to:

- (a) apply advanced written communication skills
- (b) demonstrate oral communication and listening skills

- (c) prepare and deliver polished and professional oral presentations
- (d) communicate effectively with peers when undertaking group projects

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

Learning Objectives

Graduates will be able to:

- (a) engage in effective decision making by working independently and in groups
- (b) demonstrate a mastery of concepts related to tourism management
- (c) develop and apply concepts and plans in tourism management

Overall Course Objectives

The course has several objectives and seeks to critique the challenges of tourism management as an applied process by:

1. Evaluating the importance and application of knowledge in the tourism sector
2. Developing an understanding of the range of sources of knowledge that can be utilised by tourism managers, including theory, primary and secondary research, and best practice
3. Applying management concepts to practical situations through consideration of specific New Zealand and international special event case studies

Course-related Student Learning Objectives and Skills

On successful completion of the course, students will be able to:

1. Understand the role and discuss the importance of applying concepts and research knowledge to the management of tourism
2. Identify, access and evaluate a range of sources of tourism research and best practice
3. Apply tourism management theory and best practice in order to analyse and compare special event case studies, and identify lessons for theory and practice
4. Develop and critique creative and appropriate solutions to case-specific management problems
5. Effectively communicate information and ideas in formats, both written and oral, appropriate to a range of audiences
6. Work effectively both independently and collaboratively within a group and show leadership by critically assessing and reflecting upon their own and peers' ideas and performance

These course learning outcomes and skills will be assessed formatively through the lecture and tutorial programme and summatively in the internal assessments and end of course examination.

Course Delivery

Lectures

These are held **10:30-11:20am on Mondays and Fridays in RHLT3**. You are expected to attend all lectures. Key themes will be introduced in lectures and followed up by discussion in tutorials and by reference to the wider literature and best practice. There will also be guest speakers from the tourism and event industry to present the practitioner's perspective. Important announcements concerning the course will also be made in lectures.

Tutorials

Tutorials start in the first week of teaching and are a key part of the learning process. Active participation in them is expected – the more you put in, the more you will get out of this course. Attendance at tutorials

is also required to complete terms. You must always attend your allocated tutorial session. Exemption from tutorials will only be accepted with a medical certificate or in exceptional circumstances.

Tutorial sign up will be done in the first lecture and tutorial lists posted on Blackboard and on the BTM notice board (RH MZ) on or before Wednesday 3rd March 2010.

If you miss the first lecture you will need to send an email to the course co-ordinator: karen.smith@vuw.ac.nz. You should detail all the tutorial times you can make and you will then be allocated into a tutorial which has space. There is NO GUARANTEE that you will get your preferred tutorial time. If there are 'exceptional circumstances' why you require a particular tutorial session these should be set out in the email.

Expected Workload

As a 20 point course, you can expect the workload to be approximately 13 hours per week of student work, including both scheduled contact time (lectures and tutorials) and outside class.

Group Work

Group work forms an important component of the course and is assessed as part a) of assignment 2. This is a group presentation, normally undertaken as a pair, or in some cases as a group of three. Full details are on pages 9-10. You will be required to work together to prepare the presentation, in addition to the week 7 tutorial, this is likely to require around 10 hours preparation. One grade will be allocated for the presentation. You will then write up part b) as an individual assignment.

You will also be expected to work as a group in tutorial activities; however other assignments must be individual submissions. 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.

Readings

There is no set text that you should purchase for this course. You should be referring to a range of sources (including books, journals, reports and internet resources) and additional references will be given during the course and posted on Blackboard. There are a number of event management textbooks available on closed reserve and three day loan in the Commerce library.

- Ali-Knight, J. and Chambers, D. Eds (2006). *Case Studies in Festival and Event Marketing and Cultural Tourism*. Eastbourne: Leisure Studies Association. GT3930 C337
- Allen, J., W. O'Toole, I. McDonnell and R. Harris (2008). *Festival and Special Event Management*. Fourth edition. Milton, John Wiley & Sons Australia. GT3935 M136 F 4ed [Earlier editions available]
- Bowdin, G. A. J. (2006). *Events Management*. Second edition. Oxford, Butterworth-Heinemann. GT3935 E92 2ed [First edition, 1999, also available]
- English Heritage (1997). *How to Plan Successful Events: welcoming our visitors, managing and presenting heritage sites: a guide for tutors and students*. London, English Heritage. CC138 G472 H
- Getz, D. (2007). *Event Studies: theory, research and policy for planned events*. Amsterdam : Elsevier Butterworth-Heinemann. GT3405 G394 E
- Getz, D. (2005). *Event Management and Event Tourism*. Second edition. New York, Cognizant Communications Corp. G155 A1 G394 E 2ed [First edition, 1997, also available]
- Goldblatt, J. J. (2005). *Special Events: event leadership for a new world*. Hoboken, N.J., Wiley. GT3405 G618 S 4ed
- Goldblatt, J. J. and K. S. Nelson (2001). *Dictionary of Event Management*. New York, Wiley. GT3404 I61 2ed

- Goldblatt, J. J. and F. Supovitz (1999). *Dollars and Events: how to succeed in the special event business*. New York, John Wiley & Sons. GT3406 U6 G618 D
- Hall, C. M. (1997). *Hallmark Tourist Events: impacts, management and planning*. Second. Chichester, John Wiley & Sons. G155 A1 H174 H 1997
- Humphreys, B.R. and Howard, D.R., Eds (2008). *The Business of Sports*. Westport, CN, Praeger. GV716 B979 [A couple of chapters on events]
- Hoyle, L. H. (2002). *Event Marketing: how to successfully promote events, festivals, conventions, and expositions*. New York, John Wiley & Sons. GT3405 H867 E
- Long, P. and M. Robinson, Eds. (2004) *Festivals and Tourism: marketing, management and evaluation*. Sunderland, Business Education. G156.5 H47 F418
- McCabe, V., B. Poole, P. Weeks and N. Lieper (2000). *The Business and Management of Conventions*. Brisbane, John Wiley & Sons, Australia. TX911.2 B979
- Mallen, C. and Adams, L.J. (2008) *Sport, Recreation and Tourism Event Management: theoretical and practical dimensions*. London. Elsevier/Butterworth-Heinemann. GV716 M252 S
- Masterman, G. (2004). *Strategic Sports Event Management: an international approach*. Boston, Elsevier Butterworth-Heinemann. GV713 M423 S
- Masterman, G. and Wood, E.H. (2006). *Innovative Marketing Communications: strategies for the events industry*. Oxford, Elsevier/Butterworth-Heinemann. GT3405 M423 I
- Silvers, J. R. (2004). *Professional Event Coordination*. Hoboken, N.J., Wiley. GT3405 S587 P
- Skinner, B. E. and V. Rukavina (2003). *Event Sponsorship*. Hoboken, N.J., John Wiley & Sons. HD59.35 S628 E
- Souter, C. (2005). *Staging Events*. Ramsbury, Crowood. GT3405 S726 S
- Supovitz, F. (2005). *The Sports Event Management and Marketing Playbook*. Hoboken, New Jersey, John Wiley & Sons, Inc. GV716 S959 S
- Tarlow, P. E. (2002). *Event Risk Management and Safety*. New York, John Wiley & Sons. GT3405 T188 E
- Theodoraki, E. (2007). *Olympic Event Organization*. Amsterdam, Butterworth-Heinemann. GV721.5 T388 O
- Tum, J., Norton, P. and Nevan Wright, J. (2006). *Management of Event Operations*. Amsterdam, Elsevier Butterworth-Heinemann. GT3405 T925 M
- Van der Wagen, L. and B. R. Carlos (2005). *Event management: for tourism, cultural, business, and sporting events*. Upper Saddle River, N.J., Pearson/Prentice Hall. GT3403 V242 E
- Yeoman, I., M. Robertson, J. Ali-Knight, S. Drummond and U. McMahon-Beattie, Eds. (2003). *Festival and Events Management: an international arts and culture perspective*. Oxford, Elsevier Butterworth-Heinemann. GT3935 F418

Key Journals

Event Management is available through the library catalogue.

International Journal of Event Management Research is available at <http://www.ijemr.org/>

Case studies of events often appear in other tourism journals, for example *Tourism Management*.

Websites

World of Events: <http://www.worldofevents.net> Links to a wide range of resources

Wellington events:

Positively Wellington Tourism: <http://www.wellingtonnz.com/event>

Wellington City Council *Feeling Great*: <http://www.feelinggreat.co.nz>

Wotz On Wellington: <http://www.wotzon.com/>

Teaching Programme

Note that lecture order may change to accommodate guest speakers; all changes will be announced in class and posted on Blackboard.

	<i>Date</i>	<i>Lectures</i>	<i>Tutorials</i>
		Mondays and Fridays, 10.30-11.20am, RH LT3	
1	Mon 1 March	Introduction to applied tourism management	Introduction Choosing your event for assignment 1
	Fri 5 March	Framework for integrating theory and practice	
2	Mon 8 March	Introduction to special events	Evaluating events (Hokitika Wildfoods Festival) Selecting key management issues for Assignment 1
	Fri 12 March	Identifying and evaluating (best) practice	
3	Mon 15 March	Introduction to event organisations and management	Managing an event (International Speed Skating Tournament)
	By Wed 17 March	Submit Assignment 1 milestone by email	
	Fri 19 March	Events and tourism	
4	Mon 22 March	Event attendees: profiles and motivations	Events and Tourism Operators
	Fri 26 March	Event finances and funding	
5	Mon 29 March	Guest Speaker - Positively Wellington Tourism & Event Marketing: <i>Nicole Retter</i> <i>New Zealand Events Marketing Coordinator</i>	No tutorials
	Wed 31 March	Submit Assignment 1	
	Fri 2 April	Good Friday – UNIVERSITY CLOSED	
MID TRIMESTER BREAK			
6	Mon 19 April	Applying the marketing mix to events	Event marketing (Glastonbury Festival) Introduction to Assignment 2
	Fri 23 April	The event sponsorship relationship: funding and marketing	
7	Mon 26 April	Managing the event workforce	Developing your assignment 2 proposal
	Fri 30 April	Involving and managing event volunteers	
8	Mon 3 May	Guest speaker – <i>tbc</i>	The Event Manager
	Fri 7 May	Event ticketing and distribution	
9	Mon 10 May	Critiquing aspects of the Sydney Olympics: the best games ever?	Assignment 2 Presentations
	Fri 14 May	Researching and evaluating events	
10	Mon 17 May	Event evaluation at Floriade	Assignment 2 Presentations
	Fri 21 May	Guest speaker – <i>tbc</i>	
11	Mon 24 May	Integration of the issues – challenges in applied tourism management – part 1	Critical factors in event success and failure
	Wed 26 May	Submit Assignment 2 – individual reflection	
	Fri 28 May	Integration of the issues – challenges in applied tourism management – part 2	
12	Mon 31 May	Critique and feedback on the course	No tutorials
	Fri 4 June	Course Review/Exam Revision	
		Examination Case Study Handed Out	
	Fri 11 th June – Wed 30 th June (inclusive)	Examination Period	

Assessment Requirements

Assignment	Title	Weight	Date
1	Individual Report	30%	Milestone email: by Wednesday 17 th March Final report: Wednesday 31 st March (noon)
2	Event Management Proposal		
	a) Group presentation	10%	Tutorial week 9 or 10 (weeks beginning 10 th and 17 th May)
	b) Individual reflection	10%	Wednesday 26 th May (noon)
3	Final Examination	50%	12 th June – 1 st July 2010
	TOTAL	100%	

Assignment 1 – Individual Report (30%)

Maximum length: 3,000 words.

Milestone email: by Wednesday 17th March

Report due: Wednesday 31st March (noon)

The assignment will demonstrate your ability to critically assess the principles and practices of event management by the in-depth evaluation of an event case study.

Identify the key issues facing managers of an event of your choice. Critically evaluate one of these issues and, drawing on the literature and best practice, discuss the lessons that can be learnt for future events management theory and practice.

The tutorials in weeks 1 and 2 will guide you in choosing a) an appropriate event and b) an appropriate issue on which to focus your evaluation.

Before Wednesday 31st March (week 3) you should submit to the course co-ordinator a short email detailing:

- Your event and why you have selected it
- Your focus management issue and why you have chosen it
- Key information sources you have identified

Those submitting by the above date will receive timely feedback on their proposed event and management issue so you are able to reflect on and refine your choice if necessary.

Your final assignment should be submitted in a report format and should include: title page, executive summary, table of contents, introduction, key issues, discussion, conclusions, recommendations and lessons, references, and (potentially) appendices.

The discussion section should evaluate the event using both event management theory and research (the literature) and knowledge from other events (best practice). Recommendations should be made for the event’s managers, and the lessons that can be learnt for future events management theory and practice in general (other events) should be highlighted.

You will be assessed on:

- Succinct overview of event and identification of key issues for managers
- Critical evaluation of one management issue
- Analysis and synthesis of best practice and the literature
- Appropriate recommendations for future event planning and lessons for event management theory and practice in general
- Ability to develop, structure and communicate material, ideas and arguments clearly and effectively

The report assesses your achievement of overall course objectives 2 and 3, and course-related learning objectives and skills 2 to 6.

Assignment 2 – Event Management Proposal (20%)

This assessment will evaluate your ability to tackle a realistic management problem creatively and appropriately. It will also assess your group work, communication, reflection, and leadership skills.

Event managers are faced with a range of management ‘problems’, including securing funding, recruiting staff, and engaging the community. Addressing these involves developing relationships with a range of stakeholders. For one event (to be allocated in the week 6 tutorial) develop a creative and appropriate proposal as a solution to one of these management problems (also selected in week 6):

‘Problem’	Aim of proposal	Stakeholder Audience (specifics to be negotiated)
Not enough volunteers at the event	Recruit new volunteers	Community or other interested group or individuals
Existing sponsorship contract coming to an end	Recruit a new sponsor	Relevant business or other organisation

a) Group Presentation (10%)

Tutorial week 9 or 10 (weeks beginning 10th and 17th May)

In pairs or groups of three you have strictly 12 minutes to present your case to a stakeholder audience (see table). You will need to include a brief overview of the event and detail your proposed solution to the allocated ‘problem’. In other words, convince the audience to sign up as volunteers or commit to being a sponsor. You can distribute one handout to accompany your presentation (a single sheet of A4 only).

A group mark will be awarded and you will be assessed on:

- Succinct summary of the event
- Capturing the ethos/culture of the event
- Creativity and appropriateness of your proposal
- Making a convincing case
- Tailoring the presentation to your target stakeholder audience
- Professionalism of team work and presentation skills, including organisation, delivery, visual aids and audience engagement

Peer evaluation will also be collected and form part of your feedback but will not contribute to the course grade.

b) Individual Reflection (10%)

Maximum length: 1,000 words

Due: Wednesday 26th May (noon)

Individually you will then reflect upon your own group's proposal and presentation as well as those of others in your tutorial class.

You will be assessed on:

- Explanation and justification of your group's approach
- Critical reflection on the success of your group's proposal and presentation
- Identification of best practice in other groups' proposals/presentations
- Application of this best practice to suggest further developments to your own proposal

The part a) group presentation assesses your achievement of overall course objective 3 and course-related learning objectives and skills 3 to 6.

The part b) individual reflection assesses your achievement of overall course objectives 2 and 3, and course-related learning objectives and skills 2 to 6.

Assignment 3 – Final Examination (50%)

Examination dates for trimester one: **Friday 11th June – Wednesday 30th June 2010** (inclusive). Students who enrol in courses with examinations are obliged to attend an examination at the University at any time during the formal examination period.

The exam will assess your understanding of the course as a whole and your ability to critically analyse a case study and apply your understanding of tourism and event management theory and practice.

A case study will be distributed in the last lecture of the course (Friday 4th June). The three-hour exam is a closed book examination and you are not permitted to take materials into the examination room. You will be provided with a clean copy of the case study as part of the exam paper.

Exam questions will relate to both the case study and other materials covered in the course (lectures, tutorials, and readings).

The examination assesses your achievement of overall course objectives 1, 2 and 3, and course-related learning objectives and skills 1, 3, 4 and 5.

Handing in assignments

Assignments should be dropped in the relevant TOUR390 Box on the Mezzanine floor of Rutherford House (Pipitea Campus) in hard copy form by the due time on the due date. You 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.

Assignments submitted after the due date (both late assignments and those with an authorised extension) need to be submitted to Helen Jiang, RH927.

Note: Your assessed work may also be used for quality assurance purposes, such as to assess the level of achievement of learning objectives as required for accreditation and audit purposes. The findings may be used to inform changes aimed at improving the quality of FCA programmes. All material used for such processes will be treated as confidential, and the outcome will not affect your grade for the course.

Penalties - for Lateness & Excessive Length of Assignments

Assignments submitted after the due date (both late assignments and those with an authorised extension) need to be submitted to Helen Jiang, RH927 in Rutherford House, Pipitea Campus.

- (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. **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**.
- (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 the **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 the **Course Coordinator** 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.**

Mandatory Course Requirements

To meet Mandatory Course Requirements, students are required to:

- a. Attend at least 8 out of the 10 tutorial sessions;
- b. Submit all assignments within the allowable timeframe (see Penalties section) below (i)); and
- c. To obtain at least 40 per cent of the final examination marks available.

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.

Notice of Failure to meet Mandatory Course Requirements will be posted on Blackboard.

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

Every attempt is made to ensure that the marking is consistent and fair to students. If you have a question about your grade, first talk to the course coordinator. As per FCA policy, students may ask for their written work to be remarked. Details of the remarking procedures are available on Blackboard. Application for remarks must be made within 5 days after the marks are available and submitted to the Tourism Management Administrator Helen Jiang in RH927, 9th floor of Rutherford House at Pipitea Campus. Allow up to 5 working days for remarks to be completed.

Referencing

There are many different styles of referencing. For tourism management courses, please refer to the 2010 version of the *Style Guide for Tourism Courses* - a copy is available on Blackboard.

Class Representative

A class representative will be elected in the first class, and that person's name and contact details will be available to VUWSA, the Course Coordinator and the class. The class representative provides a communication channel to liaise with the Course Coordinator on behalf of students.

Communication

Blackboard <http://blackboard.vuw.ac.nz/> is used as an integral part of the course. It will be crucial for you to regularly check Blackboard for messages, announcements and materials.

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>

AVC (Academic) Website: information including: Conduct, Academic Grievances, Students with Impairments, Student Support

http://www.victoria.ac.nz/home/about_victoria/avcademic/Publications.aspx

Faculty of Commerce and Administration Offices <http://www.victoria.ac.nz/fca/studenthelp/>

Manaaki Pihipihinga Programme

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