

School of Management

TOUR 240 PRINCIPLES OF TOURISM MANAGEMENT

Trimester One 2012

COURSE OUTLINE

COURSE CO-ORDINATOR

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LECTURERS

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TUTORIAL ASSISTANT

Bob Capistrano

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Trimester Dates

Teaching Period: Monday 5th March – Friday 8th June

Study Period: Monday 11th June – Thursday 14th June

Examination Period: Friday 15th June – Wednesday 4th July (inclusive)

Withdrawal from Courses:

1. Your fees will be refunded if you withdraw from this course on or before Friday 16 March 2012.
2. The standard last date for withdrawal from this course is Friday 18 May 2012. After this date, students forced to withdraw by circumstances beyond their control must apply for permission on an '*Application for Associate Dean's Permission to Withdraw Late*' including supporting documentation

The application form is available from either of the Faculty's Student Customer Service Desks.

Class Times and Room Numbers

Lectures: Monday and Thursday

Time and Venue: 12:40-13:30 in Government Building Lecture Theatre 3 (GBLT3)

Tutorials: The scheduled tutorial dates and times will be announced in the first lecture.

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

Course Objectives and Graduate Attributes

This course is designed to prepare students for a professional career in tourism management by providing them with the opportunity to apply management principles and concepts in the context of contemporary tourism. Studying Tour 240 course will give students the opportunity to:

Course objective	Graduate attribute
<ul style="list-style-type: none"> gain a comprehensive understanding of the general principles and practices of management and their application to the development of a tourism business. 	<p><i>Critical thinking</i></p> <ul style="list-style-type: none"> Develop a critical appreciation of the theories, models and approaches used in tourism management Make connections between different concepts and examples
<ul style="list-style-type: none"> develop an understanding and appreciation of how to evaluate the potential of a tourism business and destination competitiveness 	<p><i>Critical thinking</i></p> <ul style="list-style-type: none"> Gain an initial appreciation for different methods of business evaluation and assessment of destination competitiveness. <p><i>Creative thinking</i></p> <ul style="list-style-type: none"> Apply broad concepts to case studies and develop response to issues raised Develop the ability to draft a business plan for a tourism organisation <p><i>Leadership</i></p> <ul style="list-style-type: none"> Exhibit leadership by presenting a well-informed and convincing argument to others in class and in tutorials.
<ul style="list-style-type: none"> acquire viewpoints from tourism professionals on their business strategies and operational problems. 	<p><i>Communication</i></p> <ul style="list-style-type: none"> Experience professionals' knowledge and oral communication skills Participate in classroom discussions with guest speakers <p><i>Critical thinking</i></p> <ul style="list-style-type: none"> Make connections between theoretical frameworks that deal with the operating environment of tourism organizations and guest speakers' presentations
<ul style="list-style-type: none"> contribute effectively in tutorial group discussions about tourism industry developments and other issues related to the operating environment of tourism organisations 	<p><i>Leadership</i></p> <ul style="list-style-type: none"> Foster the ability to work as a team and co-ordinate tasks with others <p><i>Communication</i></p> <ul style="list-style-type: none"> contribute effectively to discussions about tourism industry developments Deliver a formal presentation to an audience

Course-Related Student Learning Objectives and Skills

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

- apply their knowledge to a variety of questions on tourism management issues and to improve their communication skills
- gain industry specific management expertise
- have a sound understanding and a critical awareness of contemporary tourism management issues
- access, select and interpret tourism statistics (such as the Commercial Accommodation Monitor, International Visitor Survey, and Domestic Travel Survey) for a specific purpose
- use computer software to facilitate the interpretation of large amounts of secondary data.
- conduct an audit of the operating environment of a range of tourism businesses (SMTOs, large organizations, airline companies...) within domestic and international contexts
- assess the performance and competitiveness of tourism organizations and destinations.
- contribute effectively to discussions about tourism industry developments.

Course Content

Students considering a career in the tourism industry naturally want to understand the tourism profession in general and the various kinds of opportunities it offers. This course has been developed to provide students with a general introduction to the concepts and practices of management in the tourism industry. The lectures will focus on understanding the development of tourism operations by:

- introducing the main theoretical and conceptual approaches to tourism management and defining the scope of the operating environment.
- presenting a series of audits of the operating environment of tourism organisations and highlighting the development of a range of tourism operations from a strategic perspective.

By attending lectures, reading assigned materials, participating in tutorials and completing assignments, you will have the opportunity to develop a basic understanding of tourism management techniques upon which you can build with subsequent study and work experience.

Expected Workload

Students can expect the workload to be approximately 13.5 hours per week (20 pt course), including both scheduled contact time (lectures, tutorials, workshops) and outside class.

Lectures

Attendance at all lectures is strongly recommended. All important announcements concerning any alterations to the lecture programme and tutorials will be made in the lecture. Additionally, source material for further readings as well as tutorial handouts will be distributed in the lectures.

Readings

There is no set text for this course as no one book adequately covers the range of issues that will be addressed. Specific references and readings will be given throughout the course. The following are some recommended readings:

Ateljevic, J. and Page, S. (2009) *Tourism and Entrepreneurship: International Perspectives*. Butterworth-Heinemann, Oxford.

Collier, A. (2006) *Principles of Tourism: A New Zealand Perspective* (7th ed.) Pearson, Auckland.

Collier, A. and Brocx, B. (2004) *Tourism Industry Management*. Pearson, North Shore, NZ.

Coles, T. and Hall, C.M. (2008) *International Business and Tourism: Global Issues, Contemporary Interactions*, Routledge.

Dwyer, L. and Forsyth, P. (2006) *International Handbook on the Economics of Tourism*. Edward Elgar, Cheltenham.

Evans, N., Campbell, D. and Stonehouse, G. (2003) *Strategic management for travel and tourism*. Elsevier, Oxford.

Getz, D., Carlsen, J and Morrison, A. (2004) *The Family Business in Tourism and Hospitality*, CABI Publishing, Wallingford.

Graham, A. (2008) *Managing Airports: An international perspective* (3rd ed.). Elsevier, Oxford.

Homer, S. and Swarbrooke, J. (2005), *International Cases in Tourism Management*, 2nd edition, Elsevier.

Ingold, A., McMahon-Beattie, U. and Yeoman, I. (eds) (2000) *Yield Management: Strategies for the Service Industries*. Continuum, London.

Lee-Ross, D. and Pryce, J. (2010) *Human Resources and Tourism: Skills, Culture and Industry*. Channel View Publications.

Olsen, M., West, J. and Tse, E. (2008) *Strategic management in the hospitality industry*. 3rd edition. Pearson Education, Upper Saddle River, NJ.

Page, S. (2009) *Tourism Management: Managing for Change*. 2nd edition, Elsevier, Oxford.

Poulin, B., Mills, B. and Spiller, D. (1998) *Strategy and Management: A New Zealand Casebook*. Longman, Auckland, NZ.

Moutinho, L. (2011) *Strategic Management in Tourism*, 2nd edition, CABI, Cambridge.

Song, H. (2012) *Tourism Supply Chain Management*, Routledge.

Thomas, R. (2004) *Small Firms in Tourism: International Perspectives*, Elsevier.

Tribe, J. (2010) *Strategy for tourism*. Goodfellow Publishers, Oxford.

Yeoman, I. And McMahon-Beattie, U. (2011) *Revenue Management: A practical Pricing Perspective*. Palgrave Macmillan, Hampshire.

Course Programme

	Date	Lectures Monday: 12:40 – 13:30 (GBLT03) Thursday: 12:40 – 13:30 (GBLT03)	Tutorial
1	Mon 05 Mar	Course Introduction	No tutorial
	Thu 08 Mar	Business environment of Tourism Organisations	
2	Mon 12 Mar	Tourism firms and the External Environment I	Introductory tutorial (set and discuss essay 1 and group assignment)
	Thu 15 Mar	Tourism firms and the External Environment II	
3	Mon 19 Mar	Destination Competitiveness	Environmental scanning * Progress on assignment 1
	Thu 22 Mar	Entrepreneurship in tourism- an introduction (Dr Julia Albrecht)	
4	Mon 26 Mar	Entrepreneurship and innovation in New Zealand (Dr Julia Albrecht)	Destination Competitiveness (group 1)
	Thu 29 Mar	Guest speaker: Interface of Tourism, Entrepreneurship and the Environment : Case study of a Small Tourism Organisation in Wellington- John McKinney (Manager, Seal Coast Safari)	
5	Mon 02 Apr	Introduction to Strategic analysis I	Entrepreneurship and tourism (group 2)
	Thu 05 Apr	Assignment 1 – Individual Essay	
	Thu 05 Apr	Introduction to Strategic Analysis II	
MID-TRIMESTER BREAK (6th April to 22nd April 2011)			
6	Mon 23 Apr	Overview of Human Resource Management Issues in the tourism Industry I (Dr Karen Smith)	Introduction to key tourism statistics- Group work session
	Thu 26 Apr	Overview of Human Resource Management Issues in the tourism Industry II (Dr Karen Smith)	
7	Mon 30 Apr	Strategic Options	Strategic analysis in the tourism industry (group 3)
	Thu 3 May	Strategic Growth Directions I	
8	Mon 07 May	The internationalisation of tourism businesses: case study of the hotel sector	Proposal presentation and discussion of progress on assignment 2
	Thu 10 May	Pricing in tourism	
9	Mon 14 May	Guest speaker: Revenue Management, Why, What and How? Andrew Pascoe (Manager, Price Tech Solutions)	Accommodation sector (group 4)
	Thu 17 May	Aviation sector I	
10	Mon 21 May	Aviation sector II	Air transport * (group 5)
	Thu 24 May	Airport sector I	
	Thu 24 May	Assignment 2 – Group Report	
11	Mon 28 May	Airport sector II – Guest speaker (TBA)	Revision and exam preparation
	Thu 31 May	Cruise ship sector	
12	Mon 04 June	Monday 4th June - No lecture- - University closed for Queen's Birthday	No tutorial this week
	Thu 07 June	Overview of the course and Revision	

- Please note that the ordering of the teaching programme may change due to the availability of guest speakers.

Assessment Requirements

To pass the paper you must obtain an overall C grade or better, including at least 40% in the final examination.

Your performance will be evaluated on the basis of:

	<i>Value</i>	<i>Due date</i>
Individual Essay	25%	Thursday, 5th April 2012
Group Report	15%	Thursday, 24th May 2012
Contribution to class discussion and tutorial presentation	10%	(refer to course programme)
Final examination	50%	15th June – Wednesday 4th July

Assessments (Individual essay and group report)

The assessments will explore the theoretical and practical aspects of management techniques in the tourism industry. They must be fully referenced and include, where appropriate, graphs and tables. They must be submitted and placed in the appropriate TOUR 240 Box (number 21) on the mezzanine floor of Rutherford House by **12:30 pm on the due date.**

Detailed guidance on the assessments will be given during the tutorials held in weeks 2 and 7 but also feel free to raise any queries you might have during the other tutorials.

Late assignments will only be accepted if a suitable reason is given well **in advance of the due date.** The only exception will be on medical grounds (including a medical certificate) or in other exceptional circumstances. Any late work that does not meet these requirements will not be graded.

Assignment 1- Individual Essay 25% - 2,500 words- (due Thursday 5th April - 12:30pm)

Either

To what extent can Porter's diamond framework be used to understand destination competitiveness? Use relevant examples and scholarly sources to address this question.

Or

Conduct a five forces analysis on the competitive environment for a named tourism firm in New Zealand. Identify the "strategic group" to which this firm belongs and explain how this analysis will enable the manager of that company to know whether he/she is doing well (or poorly) in the competition within this strategic group.

Details and assignment guidance will be provided in class and in the tutorials in week 2.

Assignment 2- Group Report 15%- 4,000 words- (due Thursday 24th May - 12:30pm)

Use your knowledge of business planning and undertake an initial business planning analysis to determine the potential viability of opening a new small tourism business in a New Zealand destination.

The objective of this assessment is to explore some of the functional elements of business planning that are essential in launching a new tourism venture. This is a group assignment and you submit one assignment for the whole group (**2 students per group**). Both students will get the same grade.

You should therefore work as a team. You may choose to divide up the different functional elements of the business plan and research these individually; however, you must ensure that your report is well-written and well-presented as a group effort. For example, the sections of the report need to relate to each other, you will need a clear overview of the scope and value of the business plan, and your conclusion should bring the different steps together. Details and assignment guidance will be provided in tutorials and a brief proposal presentation is expected in the tutorial in week 8.

Students will prepare two copies of each assessment and keep the second copy for their own reference. Students must also keep an electronic copy of their work. **Assessments submitted by email will not be accepted**

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.

Tutorial Assignments

The scheduled tutorial dates and times will be announced in the first lecture. Tutorials begin in week 2 of the course (week commencing 12th March 2012). Students are required to attend 1 tutorial a week for 10 weeks. Attendance at tutorials and active involvement in discussions are an important component of the paper. If you do not attend at least 8 tutorials you will not pass the course. Exemptions from tutorials will only be accepted with a medical certificate or in exceptional circumstances.

Each group of students (**3 students per group**) will be required to give a 20-25 minute oral presentation on the tutorial topic for that week. In addition to the oral delivery, students will provide a handout summarising the presentation. Assessment of each student will be based on the **presentation and the discussion generated in class over the whole semester**. Contributions will be assessed on the quality of the insights offered by the students into management concepts/theories and other issues raised by the reading material and case studies.

To make an effective contribution will require careful reading of materials/case studies prior to the class, a detailed analysis of your assigned reading, and assembly of your ideas into a structured form that allows you to effectively lead the discussion on your readings.

If you require any additional audiovisual equipment for the presentation (TV, video...), you must advise the tutor 4 days in advance by email.

Tutorials: Students can sign up for tutorials via an online sign-up system called **s-cubed** at <https://signups.victoria.ac.nz> and enter your SCS username and password to log into the system.

This online signup system is available around the clock over the Internet. You must use s-cubed to sign up for a TOUR 240 tutorial **before midnight on Thursday 8th March 2012**. Allocations are on a first come, first served basis so you are encouraged to sign up early. You can go back into s-cubed and change your tutorial as long as places are available but all changes must be made by midnight 8th March.

Confirmation of your tutorial group will be posted on Blackboard by midday **Friday 9th March 2012** as well as on the BTM notice board on Mezzanine Floor, Rutherford House.

If you miss the Thursday 8th March tutorial enrolment deadline you will need to contact the Tourism Management Administrator Gillian Higgins (email: gillian.higgins@vuw.ac.nz). Your email should state why you were not able to sign up on time using the online system, along with other relevant documentation such as a medical certificate etc. 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. If you have any serious problems about the allocations of tutorial spaces please contact the Tourism Management Administrator Gillian Higgins ASAP (email: gillian.higgins@vuw.ac.nz).

Final Examination

This course has a three hour final examination. The objective of the examination is to assess your understanding of materials presented in the course as a whole. The final examination will be during the trimester 1 examination period: Friday 15th June – Wednesday 4th July (inclusive). Details will be given at a later date.

Students who enrol in courses with examinations are obliged to attend an examination at the University at any time during the formal examination period.

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.

Penalties

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 7 days after the due date. Students who do not submit an assignment before the 7 days have elapsed will not meet the Mandatory Course Requirements.

Extensions will only be granted under special circumstances by the course co-ordinator. 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 the Tourism Management Administrator Gillian Higgins (Rutherford House, Room 1022, telephone: 463 6924, email: gillian.higgins@vuw.ac.nz)

Mandatory Course Requirements

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

1. Attend **eight** of the **ten** scheduled tutorial sessions.
2. Submit all assignments.
3. Obtain a grade of at least 40% on the final examination.

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.

Notice of Failure to meet Mandatory Course Requirements will be posted on Blackboard or on the 9th and Mezzanine Floors, Rutherford House notice boards. Students will be expected to check both places for notification.

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.

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 *2012 Tourism Courses Style Guide* and the online VUW library site.

Communication

Additional information, and information on changes, will be conveyed to students using the Blackboard system, and through announcements in lectures and tutorials. It will be crucial for you to regularly check Blackboard for messages, announcements and materials.

Left-over copies of materials distributed in class (for example, class readings, tutorial assignments and class handouts) will be made available in front of Room 927 on the 9th floor of Rutherford House.

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, e.g.

TOUR240_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.

Class Representatives

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.

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

Find key dates, explanations of grades and other useful information at

www.victoria.ac.nz/home/study

Find out about academic progress and restricted enrolment at

<http://www.victoria.ac.nz/home/study/academic-progress.aspx>

The University's statutes and policies are available at www.victoria.ac.nz/home/about/policy,

except qualification statutes, which are available via the Calendar webpage at

<http://www.victoria.ac.nz/home/study/calendar.aspx> (See Section C).

Further information about the University's academic processes can be found on the website of the Assistant Vice-Chancellor (Academic) at

www.victoria.ac.nz/home/about_victoria/avcacademic/default.aspx

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

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

Faculty of Commerce and Administration Offices

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

Te Putahi Atawhai

Maori and Pacific Mentoring Programme

<http://www.victoria.ac.nz/tpa/>