

School of Management

TOUR 108 TOURISM IN NEW ZEALAND

Trimester 2, 2013

COURSE OUTLINE

Course Coordinators

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Trimester Dates

Teaching Period: Monday 15 July – Friday 18 October

Study Period: Monday 21st October – Thursday 24 October

Examination Period: Friday 25 October – Saturday 16 November (inclusive)

Withdrawal from Course

1. Your fees will be refunded if you withdraw from this course on or before Friday 26 July 2013.
2. The standard last date for withdrawal from this course is Friday 27 September. 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

The paper consists of both lectures and tutorials. You will have two lectures a week for a period of 12 weeks. These lectures will be supported by a total of ten tutorials.

| Lectures | Time | Lecture Theatre |
|-----------------|-------------|------------------------|
| Tuesday | 11.00-11.50 | COLT122 |
| Friday | 11.00-11.50 | COLT122 |

Attendance at all lectures is strongly recommended. All important announcements concerning any alterations to the lecture programme and tutorials will be made in the lectures, and readings as well as tutorial handouts will be distributed there. While lecture notes will be posted on Blackboard, these notes are incomplete and require students to attend the lecture or do the suggested reading to ‘fill in the gaps’.

TUTORIAL TIMETABLE

| Tutorial No | Tutorial Time | Days | Room |
|--------------------|----------------------|-------------|-------------|
| 1 | 13.10-14.00am | Tuesday | VZ105 |
| 2 | 09.00-09.50am | Friday | VZ710 |
| 3 | 10.00-10.50am | Friday | VZ105 |
| 4 | 10.00-10.50am | Friday | VZ104 |
| 5 | 12.00-12.50pm | Friday | VZ104 |
| 6 | 12.00-12.50pm | Friday | MY531 |
| 7 | 13.10-14.00pm | Friday | MY806 |

Signup for the tutorials will be via s-cubed between Tuesday 16 July at noon, and Friday 19 July, 8am. More detail will be provided in the first lecture on Tuesday 16 July.

Bachelor of Tourism Management (BTM) Learning Goals and 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) demonstrate a breadth of tourism management expertise: managing tourism businesses, visitors, and impacts
- (d) 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 tourism management problems

Learning Objectives. Graduates will be able to:

- (a) assess, appraise, and synthesise a range of tourism management issues, plans, and concepts
- (b) identify, access, and evaluate a range of information and data sources
- (c) undertake and apply research in tourism management
- (d) analyse, evaluate, and interpret tourism data (on businesses, destinations, and industry sectors)
- (e) 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 Objectives. Graduates will be able to:

- (a) present original ideas and material effectively using a range of media
- (b) apply advanced written communication 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 individual and group decision making
- (b) develop an understanding of tourism leadership qualities and issues
- (c) acquire an appreciation for good leadership in the workplace through the practicum

COURSE CONTENT

Tourism is one of the major economic forces in New Zealand. In 2011/12, it contributed NZ\$23.4 billion to the country's economy. The indirect value added of industries supporting tourism generated an additional NZ\$9.7 billion. In addition, tourism provides a significant source of employment, as one in every ten New Zealand employees is directly or indirectly involved in tourism. Yet, tourism does not only have economic impacts on New Zealand but is also culturally, socially and environmentally significant. This paper provides insight into tourism in New Zealand. Starting with a brief overview of its evolution, a stakeholder approach is then employed to illustrate characteristics and complexities of tourism in New Zealand. This content is supported by prominent tourism concepts and models of tourism which were introduced in TOUR 101. To further the systematic understanding of tourism in New Zealand, frameworks assessing external factors affecting tourism development examined in TOUR 104 are also applied and explored in a New Zealand context. Students who have not completed either of these introductory tourism management courses should not find it challenging to familiarise themselves with these concepts if they do the suggested readings.

DELIVERY

The course content of TOUR108 Tourism in New Zealand is delivered using various teaching techniques. The lectures are organised in blocks; each block examines one tourism stakeholder group. Guest lectures by representatives of these groups provide further insights into practical and applied issues. The tutorials reinforce the course content by using case studies and examples; they also foster students' engagement with the course content by providing a forum for relevant discussion. The fieldtrip under the theme "Tourism in Wellington" visits attractions in Wellington. Talks by the managers of these attractions will illuminate current issues of tourism in Wellington. It is hoped that the application of various teaching approaches assists in catering to different learning styles so as to enable all students to engage meaningfully with the course content.

FIELDTRIP

To enhance students' understanding of New Zealand tourism, the course will be supported by a half-day field trip under the theme of "**Tourism in Wellington**". Participation in the fieldtrip is an important part of the course and as such it is compulsory for all students. The fieldtrip takes place on a weekend, however, the date has not been finalised. The date will be communicated on BB as soon as it has been confirmed.

COURSE CONTENT TOUR 108

| Week | Date | Lectures (11-11.50 COLT122) | Tutorial (group allocation) |
|----------------------------|-------------|---|--|
| 1 | 16 July | Welcome to TOUR108: Tourism in New Zealand | No tutorial |
| | 19 July | Introduction to tourism in New Zealand: Tourism in New Zealand, then and now | |
| 2 | 23 July | The bigger Picture: Key challenges for NZ tourism | Exploring the 'stakeholder' framework in tourism |
| | 26 July | Introducing the Stakeholder Framework: An Overview of NZ tourism stakeholders | |
| 3 | 30 July | Stakeholder: Tourists International tourists: markets, motivations and trends | Workshop: working with national tourism datasets (check BB to identify your allocated computer room) |
| | 2 Aug. | New Zealanders as tourists and NZ's target tourist market | |
| 4 | 6 Aug | Stakeholder: Employers and employees | Media Analysis: Tourism in New Zealand and Crime |
| | 9 Aug | Stakeholder: Private Sector Private Sector – the NZ tourism industry | |
| 5 | 13 Aug | Tourism Industry Sub-sectors | Exploring New Zealand's Tourism Industry |
| | 16 Aug | Guest Lecture: Maori Tourism | |
| 6 | 20 Aug | Maori tourism and Tikanga Maori | Workshop: developing a self-guided walk |
| | 23 Aug | Guest Lecture: Private Sector Case study | |
| Mid-trimester break | | | |
| 7 | 10 Sept | Stakeholder: Community/ destination | Assessment 2: Presentations of |

| | | | |
|----|---------|---|---|
| | | perspectives Core and peripheral destinations | self-guided walk proposals |
| | 13 Sept | New Zealand communities and tourism | |
| 8 | 17 Sept | Guest lecture: Michael Grace, Positively Wellington Tourism | Assessment 2: Presentations of self-guided walk proposals (continued) |
| | 20 Sept | Stakeholder: Public Sector The role of the public sector and key institutions | |
| 9 | 24 Sept | Public sector tourism initiatives and strategies | Group Exercise: Communities and tourism |
| | 27 Sept | Guest lecture: Lisa Barrett, GM for Tourism, Sectors, Regions & Cities at MBIE | |
| 10 | 1 Oct. | Stakeholder: Third sector The third sector in New Zealand tourism | Comparative case study: Debating Third Sector Interests |
| | 4 Oct. | Guest lecture: Peter Liu, ZEALANDIA | |
| 11 | 8 Oct | Stakeholder case study: Tourism development in a rural community in New Zealand | No tutorial |
| | 11 Oct | | |
| 12 | 15 Oct | Case study: Mt Cook village | Assignment feedback |
| | 18 Oct | Course review and exam preparation | |

Group Work

This course contains group work in the form of a tutorial exercise. The assessment for this project is a group assessment.

Expected Workload

Students can expect the workload to be approximately 13 hours per week, including both scheduled contact time (lectures, tutorials) and tasks outside of class. TOUR108 is a 20 point course.

Prescription

A systematic examination of domestic and international tourism in New Zealand. Stakeholder perspectives of host communities, tourists, public, private and third sector actors are employed to explore the dimensions of one of the country's largest export earning industries.

COURSE OBJECTIVES

It is the aim of TOUR108 Tourism in New Zealand:

- > to apply and examine tourism models and frameworks in the New Zealand context.
- > to systematically examine tourism in New Zealand by presenting the roles and interests of different stakeholders groups.
- > to illustrate and examine tourism and its development in New Zealand with the support of case studies, industry guest lecturers and a field trip.
- > to recognise and assess the importance of tourism to New Zealand's national and regional economies.

COURSE-RELATED STUDENT LEARNING OBJECTIVES AND SKILLS

This course is designed to assist students in developing a number of professional and personal skills. On successful completion of the course the students will be able to:

1. identify and categorise the component parts and stakeholders in New Zealand tourism
2. determine and critically assess the factors shaping tourism in New Zealand
3. analyse and interpret tourism data from national datasets
4. appreciate the diverse role of Maori culture and people in New Zealand tourism
5. command relevant essay writing, communication, and time-management skills

Items 2, 3, and 5 will be assessed by the report (Assignment 1), while Assignment 3 (essay) will foster and assess items 1, 2, 4 and 5. The tutorial presentation will assess skills 1 and 5 and the final examination will assess items 1, 2, 4, and 5. Furthermore, the tutorial programme seeks to foster all five of the skills listed above.

Readings

As in most other tourism courses, there is no prescribed textbook for this course. However, the following books, journal articles and other sources are recommended readings for TOUR108 Tourism in New Zealand. They will be useful in the preparation and writing of the essay and the report as well as for exam preparation. Additionally, selected readings that support specific lecture content will be distributed or advised during the lectures.

Books *(other editions of the text are often available and also useful)*

- Collier, A. (2011). Principles of Tourism: A New Zealand Perspective 8th edition. Auckland: Pearson Education.
- Collier, A., & Harraway, S. (2001). The New Zealand Tourism Industry 3rd edition. Auckland: Pearson Education.
- Cooper, C., Fletcher, J., Fyall, A., Gilbert, D. & Wanhill, S. (2005). Tourism: Principles and Practice 3rd edition. Harlow: Pearson Education. (2nd edition similar and also useful)
- Hall, C.M. (1997). Tourism in the Pacific Rim, Longman: Melbourne.
- Hall, C.M., & Kearsley, G. (2001). Tourism in New Zealand: An introduction, Oxford University Press: Melbourne.
- Hall, C. M., Jenkins, J. M., & Kearsley, G. (1997). Tourism Planning and Policy in Australia and New Zealand: Cases, Issues and Practice. Sydney: Mc Graw Hill Australia.
- McClure, M. (2004). The Wonder Country Making New Zealand Tourism. Auckland: Auckland University Press.
- Page, S.J., & J. Connell (2006). Tourism: a Modern Synthesis 2nd edition. London: Thompson Learning. (1st edition also useful)
- Page, S., & Thorn, K. (1998). Sustainable Tourism Development and Planning in New Zealand: Local Government Responses. In C. M. Hall & A. A. Lew (Eds.), Sustainable Tourism: A Geographical Perspective (pp. 173-184). Harlow: Longman.
- Pearce, D. G. (1995). Tourist Organisation., Longman: Harlow
- Weaver, D., & L. Lawton (2006). Tourism Management 3rd edition. Brisbane: Wiley.

Journal Articles

- Albrecht, J. N. (2007). Selling out a culture? Maori tourism in Aotearoa/ New Zealand. Pacific News, 27 (Januar/ Februar 2007), 22-25.
- Ateljevic, I. & Doorne, S. (2000). Local government and tourism development: Issues and constraints of public sector entrepreneurship, New Zealand Geographer, 56 (2), 25-31.
- Cloher, D. & Johnston, C. (1999). Maori sustainability concepts applied to tourism: a North Hokianga study, New Zealand Geographer, 55 (1), 46-52.

- Espiner, S. & Simmons, D. (1998). A national park revisited: assessing change in recreational use of Arthur's Pass National Park, *New Zealand Geographer*, 54 (1), 37-45.
- Horn, C., & Simmons, D. (2002). Community Adaptation to Tourism: Comparisons between Rotorua and Kaikoura, New Zealand. *Tourism Management*, 23, 133-143.
- McIntosh, A. J. (2004). Tourists' Appreciation of Maori Culture in New Zealand. *Tourism Management*, 25, 1-15.
- Morgan, N. J., Pritchard, A., & Piggott, R. (2003). Destination Branding and the Role of Stakeholders: The Case of New Zealand. *Journal of Vacation Marketing*, 9(3), 285-299.
- Orams, M. (2000). Tourists getting close to whales, is it what whale watching is all about? *Tourism Management*, 21, 561-569.
- Orchiston, C. (2009). Natural Hazard Monitoring in New Zealand: Implications for Tourist Safety. *Pacific News*, 31, 11-14.
- Page, S. J., & Thorn, K. J. (1997). Towards Sustainable Tourism Planning in New Zealand: Public Sector Planning Responses. *Journal of Sustainable Tourism*, 5(1), 59-77.
- Pearce, D. G. (2007). Capital city tourism: perspectives from Wellington, *Journal of Travel & Tourism Marketing*, 22 (3/4), 7 – 20.
- Pearce, D.G., Tan, R., & Schott, C. (2007). Distribution channels in international markets: a comparative analysis of the distribution of New Zealand tourism in Australia, Great Britain and the USA. *Current Issues in Tourism*, 10 (1), 33-60.
- Schott, C. (2007). Selling Adventure Tourism: A Distribution Channels Perspective. *International Journal of Tourism Research*, 9 (4), 257-274.

Key Websites

Department of Conservation: www.doc.govt.nz

Tourism Strategy Group: www.tourism.govt.nz

New Zealand Maori Tourism Council: <http://mtcnz-co-nz.spock.techservers.net/>

The Tourism Industry Association: www.tianz.org.nz

Tourism New Zealand: www.tourismnewzealand.com

Tourism Strategy Group Research Website: www.tourismresearch.govt.nz

Regional information can be found on local authority websites.

Local Government New Zealand: <http://www.lgnz.co.nz/>

Additionally you are strongly advised to read newspapers to be informed about current events and news stories regarding tourism in New Zealand.

Assessment

| Assignment | Title | Weight | Due Date |
|-------------------|-------------------|---------------|--|
| 1 | Report | 20% | Tuesday 13 August, 11am |
| 2 | Presentation | 10% | Tutorials week 7 (week starting 9 September), visual material accompanying the presentations must be submitted in week 7; the presentation may take place in week 8. |
| 3 | Essay | 20% | Tuesday 1 October, 11am |
| 4 | Final Examination | 50% | Date and Time to be advised |
| | TOTAL | 100% | |

Assessment 1.

Data analysis report (20%)

Using the Ministry of Business, Innovation and Employment tourism dataset, write a data analysis report. This task will be supported by a tutorial which familiarises you with the data available on this website and the skills required to analyse the data.

More detail about this assessment and the exact focus of the data analysis report will be provided in Week 2.

Limit: 2000 words.

Due by: Tuesday 13 August, 11am

Assessment 2.

Presentation Self-guided walk in Wellington (tutorial exercise) (10%)

Design a self-guided tourist walk that showcases one theme of Wellington's tourism product. Prepare a PowerPoint presentation (10-12 minutes) that introduces the walk as a new tourism product to Positively Wellington Tourism (PWT, the Wellington RTO). Explain the choice of your theme and identify your target market during your presentation. This is a group assessment and groups will be allocated during the tutorials. More information about this task will be provided in the first weeks of the course.

Due by: Tutorials week 7 (week starting 9 September), visual material (in other words the PPT presentation and any pictures and/or maps) accompanying the presentations must be submitted in week 7; the presentation may take place in week 8.

Assessment 3.

Essay (20%)

Choose one of the following topics:

Topic 1: What is the significance of Maori cultural tourism in tourism in New Zealand? Use academic and non-academic literature as well as statistics to support your discussion.

Topic 2: Identify roles of public sector organisations at the national level in tourism in New Zealand and discuss how they influence the tourism industries.

Limit: 2000 words.

Due by: Tuesday 1 October, 11am

Examination (50%)

This course has a three hour final examination. The final examination for this course will be scheduled at some time during the period Friday 25 October – Saturday 16 November (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.

ASSESSMENT CRITERIA AND ASSIGNMENT SUBMISSION

In order to make TOUR108 assignment expectations transparent to you (which are developed with the intention of preparing you for the more rigorous criteria of a 200 level course and ultimately the real world!) please read the following advice on assessment criteria carefully:

All written assignments have to stay **within 10% of the indicated word length**, be **fully referenced** as well as **formatted in line with the Guide for Tourism Management Courses**, and include – where appropriate – illustrations or data tables. Evidence of **wide reading and the ability to develop, structure and present material, ideas and arguments clearly and effectively** will have a bearing on the mark assigned to the work. Equally, presentation, formatting and referencing of your assignments will also have a bearing on the mark.

You are expected to prepare **two copies** of each assessment, of which you need to submit one copy to the appropriate assignment box on level 2 of the Murphy building and keep the other copy for your reference; you also need to keep an electronic copy of your work. Please be aware that we cannot accept work submitted by email or fax. For detailed guidance on referencing, essay format and other useful information please consult the Guide for Tourism Management Courses 2013. You may also find it helpful to revisit the advice on preparing assignments in the TOUR101 Course Outline.

Referencing of Assessments

There are many different styles of referencing. For tourism management courses, please refer to the 2013 version of the Guide to Tourism Management Courses. A copy of this guide will be placed on blackboard.

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 standardised late penalty for all tourism management courses. Students who submit late assignments will be penalised at a rate of **5% per day** (for example a one day penalty will result in a B+ being adjusted to a B). **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 tutorial assistant, providing documentary evidence of the reasons of their circumstances.

All such applications must be made before the deadline and be accompanied by documentary evidence, e.g. 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 tutorial assistant 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**.

Please submit late assignments to the School of Management Reception (Rutherford House, Room 1022, telephone: 463 5720). Office hours are from 9am to 5pm.

TUTORIALS AND TUTORIAL SIGNUP USING S-CUBED

Tutorials are a key part of the learning process and active participation in them is expected – the more you put in, the more you will get out of this course. Attendance of at least eight tutorials is also required to complete terms. You must always attend your allocated tutorial session; if you attend a different session, your attendance will not be recorded. Exemption from tutorials will only be accepted with a medical certificate or in exceptional circumstances. Tutorials start in the second week of the course (week commencing 22 July 2013).

Tutorial sign up will be via an online sign-up system called s-cubed (<https://signups.vuw.ac.nz>). Requirements to use this software:

- You must be enrolled in the course for the tutorial you want to sign up for; and
- You will need your SCS username and password.

Instructions:

Go to the signup website at: <https://signups.victoria.ac.nz> and enter your SCS username and password to log into the system.

The “Signup Home” page opens. It displays all courses you are enrolled for and that use the new signup system. Click on TOUR 108. The TOUR 108 course page opens. It will show the course contact, brief detail of the signup requirements including last date to enrol, and the schedule of tutorials. A “key” is provided at the bottom of the page that explains all buttons and what they do.

The schedule of tutorials includes the day/ time, location, maximum group size, and spaces left in the tutorial session. If there are spaces left in a particular session, you will see the “ENROL” button next to it. You can click this button to enrol yourself into that tutorial session.

If there are NO more spaces left in a particular session, find another. You can waitlist in your desired tutorial if the waitlist spaces have not been filled. If this is the case you will see the “JOIN WAITLIST” button. You can click this button to join the waitlist for your desired tutorial session. You will be removed from any other waitlist you may have joined earlier. If somebody withdraws from this session, you will automatically be moved up the waitlist or enrolled into the session. An email will be sent to you if you are enrolled into the session from a waitlist.

You can only “JOIN WAITLIST” if you have already enrolled in one of the other available sessions. In other words, “ENROL” in one session and then you can choose to join the waitlist for one (1) other preferred session. The WAITLIST is only active while the tutorial sign up process for your course is active. In other words, once the signup process has been closed for your course the WAITLIST is AUTOMATICALLY CANCELLED. It does not roll over into the start of the tutorials. You can only join one waitlist.

You can choose to “WITHDRAW” from a session you are already enrolled in as long as you are NOT ON a waitlist. You can also choose to “CANCEL WAITLIST” to remove yourself from a particular waitlist.

A “FULL” button indicates all seats and waitlists are full for that tutorial session. You must choose another. More details on the various buttons are available in the “Key” section at the bottom of the signup page.

You will be able to login and signup (or change your signup) anytime between Tuesday 16 July noon and Thursday 18 July 6pm.

You can view/ confirm details of the sessions that you are enrolled and waitlisted for by clicking on “My Signups” on the left hand menu. Click on “Support” on the left hand menu if you are having problems.

Confirmation of your tutorial group will be posted on Blackboard on Friday 19 July by 3pm.

If you miss the Thursday 18 July tutorial enrolment deadline you will need to contact the Tutorial Assistant (robert.capistrano@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 a tutorial slot based on remaining availability.

Examinations

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 final examination for this course will be scheduled at some time during the following period:

Friday 25 October – Saturday 16 November (inclusive)

Mandatory Course Requirements

In addition to obtaining an overall course mark of 50 or better, students must ...

1. Attend at least eight of the ten scheduled tutorial sessions,
2. **attend the TOUR108 fieldtrip,**
3. submit all assignments within 7 days of the due date, and
4. obtain a grade of at least 40% on the final examination.

If you cannot complete an assignment or sit a test or examination, refer to

www.victoria.ac.nz/home/study/exams-and-assessments/aegrotat

Class Representative

A class representative will be elected in the first class, and that person's name and contact details made 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 of Additional Information

Information on course-related matters will be announced in class and posted on Blackboard at <http://blackboard.vuw.ac.nz>. It will be crucial for you to **regularly check Blackboard** for messages, announcements and materials.

Any leftover copies of material handed out in lectures will be made available in the tourism box in the Murphy building, level 2.

Student feedback

Student feedback on University courses may be found at

www.cad.vuw.ac.nz/feedback/feedback_display.php

Link to general information

For general information about course-related matters, go to

<http://www.victoria.ac.nz/vbs/studenthelp/general-course-information>

Note to Students

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 academic audit. The findings may be used to inform changes aimed at improving the quality of VBS programmes. All material used for such processes will be treated as confidential, and the outcome will not affect your grade for the course.
