

School of Management

TOUR 390 APPLIED TOURISM MANAGEMENT

Trimester 1, 2014

COURSE OUTLINE

COURSE COORDINATOR

Dr Karen Smith

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ADMINISTRATOR

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TUTORIAL ASSISTANT

Sandra Goh

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TUTOR

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Trimester Dates

Teaching Period: Monday 3rd March – Friday 6th June
Study Period: Monday 9th June – Thursday 12th June
Examination Period: Friday 13th June – Wednesday 2nd July (inclusive)

Withdrawal from Course

1. Your fees will be refunded if you withdraw from this course on or before Friday 14th March 2014.
2. The standard last date for withdrawal from this course is Friday 16th May. 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: Tuesdays and Thursdays, 15.40-16.30 RH LT3

Tutorials (**start week 1**): Thursdays 16.40-17.30 RH G03
Fridays 12.40-13.30 RH G01
13.40-14.30 RWW 125

Prescription

This course integrates a theoretical perspective with the application of tourism management principles, including planning, management, marketing and evaluation. Students will apply and critically analyse tourism theory and data in a range of contexts, for example events.

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 TOUR 240) 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.

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 Objective

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

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 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 **Tuesdays and Thursdays 3.40pm to 4.30pm**. 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. Tutorials will require some preparation, including posting to Blackboard.

Attendance at tutorials is also required to complete terms. **You must attend at least 8 out of 10 tutorials to complete the course.** 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 using S-Cubed <https://signups.victoria.ac.nz/> and close at **noon on Wednesday 5th March**. Allocations are on a first come, first served basis so you are encouraged to sign up early. Confirmation of tutorial lists will be posted on Blackboard by the end of Wednesday 5th March.

If you have any serious problems about the allocations of tutorial spaces please contact our tutorial assistant, Sandra Goh, as soon as possible (sandra.goh@vuw.ac.nz).

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 in part a) of assignment 2. This is a group presentation, normally undertaken as a group of three. You will be required to work together to prepare the presentation, in addition to the tutorial times in weeks 6 and 8, 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). There are a number of event management **textbooks** available on closed reserve and three day loan in the Commerce library. These can be accessed through the Course Reserve search function in the Library Catalogue, and a list is also available on Blackboard.

The key **event management journals** are: *Event Management* and *International Journal of Event and Festival Management* which are available online 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*.

There are lots of relevant **Websites** both on individual events and event management resources –see Blackboard.

Teaching Programme

Wk	DATE	LECTURES	TUTORIALS
1	Tues 4 th March	Introduction to applied tourism management	Introduction Choosing your event for Assignment 1
	Thurs 6 th March	Framework for integrating theory and practice	
2	Tues 11 th March	Introduction to events	Managing an event (International Speed Skating Tournament) Selecting key management issues for Assignment 1
	Thurs 13 th March	Event management issues and stakeholders: a case study approach Case study: Hokitika Wildfood Festival	
3	Tues 18 th March	Identifying and evaluating (best) practice Case study: The Winter Games	Working in event management
	Wed 19 th March	Assignment 1 milestone – Post on Blackboard by 4pm	
	Thurs 20 th March	Event organisations	
4	Tues 25 th March	Events and tourism	Events and tourism operators
	Thurs 27 th March	Guest Speaker – Tiana Rakete (Positively Wellington Tourism) <i>Wellington and Events: The development and growth of Visa Wellington On a Plate</i>	
5	Tues 1 st April	Case study: Auckland: growing event tourism	Event ticket onselling Introduction to Assignment 2
	Wed 2 nd April	Submit Assignment 1 (by 4pm)	
	Thurs 3 rd April	Event attendees: why attend events?	
6	Tues 8 th April	Event finance and funding	Developing your Assignment 2 proposal
	Thurs 10 th April	Managing the event workforce	
7	Tues 15 th April	Involving and managing event volunteers	No tutorials this week
	Thurs 17 th April	The event sponsorship relationship: funding and marketing	
MID TRIMESTER BREAK			
8	Tues 6 th May	Applying the marketing mix to events	Self-directed tutorial - use this time to work on your group presentations
	Thurs 8 th May	Guest Speaker – Kate Bevin (BTM alumnus): <i>The reality of working at events: RWC 2011, London 2012, O Week 2013 and more!</i>	
9	Tues 13 th May	Event ticketing and distribution	Assignment 2 Presentations
	Thurs 15 th May	Guest Speaker – Sandra Goh <i>Singapore Grand Prix</i>	
10	Tues 20 th May	Researching and evaluating events	Assignment 2 Presentations
	Thurs 22 nd May	Guest Speaker – Joany Grima (Weltec and Event Director) <i>Commonwealth Peoples' Forum</i>	
11	Tues 27 th May	Managing event legacies	Preparing for the Exam – past case study and 2014 Exam Case Study Handed Out
	Wed 28 th May	Submit Assignment 2 – individual reflection (by 4pm)	
	Thurs 29 th May	Integration of the issues – challenges in applied tourism management – part 1	
12	Tues 3 rd June	Integration of the issues – challenges in applied tourism management – part 2	No tutorials
	Thurs 5 th June	Course overview and revision	
	Fri 13 th June to Wed 2 nd July (inclusive)	Examination Period	

Assessment

Assignment	Title	Weight	Date
1	Individual Report	30%	Milestone – post on Blackboard by 4pm on Wed 20 th March Final report: Wed 2 nd April (by 4pm)
2	Event Management Proposal		
	a) Group presentation	10%	Tutorial week 9 or 10: weeks beginning 12 th and 19 th May
	b) Individual reflection	10%	Wed 28 th May (by 4pm)
3	Final Examination (3 hours)	50%	Fri 13 th June to Wed 2 nd July (inclusive)
	TOTAL	100%	

Assignment 1 – Individual Report (30%)

Maximum length: 3,000 words.

Milestone: post on Blackboard by 4pm on Wednesday 20th March

Report due: Wednesday 2nd April by 4pm

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 2 & 3 will guide you in choosing a) an appropriate event and b) an appropriate issue on which to focus your evaluation.

* You cannot choose the following events for your assignment as we are covering them in-depth during the course: Hokitika Wildfoods Festival, Sevens, The Winter Games (held around Queenstown - these are not the same as the Winter Olympics), or Visa Wellington On a Plate.

Milestone: by 4pm on Wednesday 20th March you should post to the Blackboard discussion area a short message 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

This is not assessed but 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 challenges, 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 after the week 6 tutorial) develop a creative and appropriate proposal as a solution to one of these management challenges (also allocated after the week 6 tutorial):

Challenge	Aim of proposal	Stakeholder Audience
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 12th and 19th May

In groups of three you have strictly **10 minutes** to present your case to a stakeholder audience (see table above). You will need to include a brief overview of the event and detail your proposed solution to the allocated ‘challenge’. 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*

*This assessment and feedback will include use of the Faculty of Commerce Oral Communications Skills Rubric (further details will be distributed in week 5 and posted on Blackboard).

Following the presentation, the rest of the tutorial will be asked for feedback on the presentation, and whether they would sign up as a volunteer or sponsor. This peer evaluation will part of your feedback but will not contribute to the course grade.

You need to attend both weeks of presentations.

b) Individual Reflection (10%)

Maximum length: 1,000 words

Due: Wednesday 28th May (by 4pm)

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

* As part of this evaluation you should self-assess your presentation using the FCA Oral Communications Skills Rubric – this will not contribute to your grade but will help you identify the strengths and weaknesses of your presentation which can be discussed in the individual reflection.

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%)

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: Fri 13th June to Wed 2nd July 2014 (inclusive).

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 tutorial (week beginning 6th May). 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 21** 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 your 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.

Referencing

There are many different styles of referencing. For tourism management courses, please refer to the 2014 version of the *Style Guide for Tourism Management Courses* - a copy is available on Blackboard.

Grading Guidelines

From Trimester 1, 2014, a revised Assessment Handbook will apply to all VUW courses: see <http://www.victoria.ac.nz/documents/policy/staff-policy/assessment-handbook.pdf>.

In particular, there will be a new grade scheme, in which the A+ range will be 90-100% and 50-54% will be a C-. The following broad indicative characterisations of grade will apply in grading assignments and the exam:

	Grade	Normal range	Midpoint	Indicative characterisation
Pass	A+	90%–100%	95	Outstanding performance
	A	85%–89%	87	Excellent performance
	A-	80%–84%	82	Excellent performance in most respects
	B+	75%–79%	77	Very good performance
	B	70%–74%	72	Good performance
	B-	65%–69%	67	Good performance overall, but some weaknesses
	C+	60%–64%	62	Satisfactory to good performance
	C	55%–59%	57	Satisfactory performance
Fail	C-	50%–54%	52	Adequate evidence of learning
	D	40%–49%	45	Poor performance overall, some evidence of learning
	E	0%–39%	20	Well below the standard required

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 the School of Management Reception, Room 1022, Level 10 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.**

Policy on Remarking

Every attempt is made to ensure that assignment marking is consistent and fair to students. If you have a question about your mark, first talk to the course coordinator. Students may ask for their written work to be remarked; an application for remarking must be made within 5 working days of the marks becoming available.

Mandatory Course Requirements

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

- a. Attend at least 8 out of the 10 tutorial sessions;
- b. Submit all assignments within the allowable timeframe (see Penalties section); 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.

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 at class and posted on the **Blackboard** website at <http://blackboard.vuw.ac.nz/>. It will be crucial for you to regularly check Blackboard for messages, announcements and materials.

Student feedback

Student feedback has been taken into account when developing the course (eg, choice of guest speakers). 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.