

School of Management

**TOUR406**  
**MANAGING THE TOURISM WORKFORCE**

Trimester 1, 2014

**COURSE OUTLINE**

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**COURSE COORDINATOR**

**Dr Karen Smith**

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**ADMINISTRATOR**

**Luisa Acheson**

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**Trimester Dates**

Teaching Period is Monday 3<sup>rd</sup> March to Friday 6<sup>th</sup> June 2014.

**Withdrawal from Course**

1. Your fees will be refunded if you withdraw from this course on or before Friday 14<sup>th</sup> March 2014.
2. The standard last date for withdrawal from this course is Friday 16<sup>th</sup> 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**

Thursdays, 10.30-13.20, RWW220

## Prescription

This course addresses contemporary human resource issues in the tourism industry and the challenges facing those managing the tourism workforce. Topics to be studied include workforce diversity, emotional labour, education and training, and volunteer management.

## Course Content

As a labour-intensive service industry, the cliché “tourism is about people” is a reality. Staff play a vital role in the delivery of tourism products, and the interactions with tourism workers are an integral part of the tourist’s experience and levels of satisfaction. Labour costs are often one of the largest elements of a tourism business’ budget, but increasingly employees are also being seen as a resource that can build competitive advantage.

This course addresses contemporary human resource issues in the tourism and hospitality industries and the challenges for those managing and leading the tourism workforce. Human resource management (HRM) theory will form the core of this course, however the role of staff in the tourist experience will also be emphasised. The diverse nature of the tourism and hospitality sectors and the implications for managing this workforce will be explored. This includes consideration of HRM issues in both small and medium sized enterprises (SMEs) and large, international and multi-site tourism businesses. You will also be encouraged to reflect on your own career path, and the course includes a professional development workshop, with input from the University’s Careers Service.

<b>Week</b>	<b>Date</b>	<b>Topic</b>	<b>Deadlines</b>
1	Thursday 6 <sup>th</sup> March	Introduction to course and assignments; Working in Tourism	
2	Thursday 13 <sup>th</sup> March	Characteristics of tourism employment and labour markets	
3	Thursday 20 <sup>th</sup> March	Human resource management challenges in the tourism industry	
4	Thursday 27 <sup>th</sup> March	Emotional labour: work and performance in tourism	
5	Thursday 3 <sup>rd</sup> April	Managing workforce diversity in tourism	Submit topic for assignments #2/3
6	Thursday 10 <sup>th</sup> April	Applications of human resource management in large-scale/multi- national tourism businesses	Assignment #1 due 10.30am Thursday 10 <sup>th</sup> April
7	Thursday 17 <sup>th</sup> April	Applications of human resource management in small and medium-sized tourism businesses	
<b>MID-TRIMESTER BREAK</b>			
8	Thursday 8 <sup>th</sup> May	Group seminar presentations	Assignment #2: Group seminar presentation Assignment #3: Individual seminar essay is due one- week after your presentation
9	Thursday 15 <sup>th</sup> May	Group seminar presentations	
10	Thursday 22 <sup>nd</sup> May	Managing work in the events sector	
11	Thursday 29 <sup>th</sup> May	Managing volunteers in the tourism sector	
12	Thursday 5 <sup>th</sup> June	Professional development workshop	Prepare CV

## **Programme and Course-Related Learning Objectives**

**Learning Goal #1:** Our graduates will possess and apply an advanced understanding of tourism management, be able to undertake and use research, and have a range of transferable skills.

### *Learning Objectives*

Graduates will be able to:

- (a) demonstrate a critical understanding of theoretical and applied aspects of tourism management;
- (b) display an advanced appreciation for concepts and methods that inform the management of tourism organizations, businesses, and resources;
- (c) design and conduct independent research;
- (d) develop skills and knowledge that provide a solid platform for further postgraduate 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) think conceptually and analytically about tourism and its management;
- (b) synthesize and evaluate a range of tourism management issues;
- (c) access, evaluate and apply a range of information and data sources;
- (d) 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 communicate ideas and research findings articulately and effectively in a range of written and oral formats.

**Learning Goal #4:** By meeting the above learning goals, our graduates will display leadership and be able to assume positions of responsibility in the tourism industry and related sectors.

### *Learning Objectives*

Graduates will be able to:

- (a) engage in effective decision making through their analytical, creative and communications skills and experience;
- (b) demonstrate a mastery of a wide range of tourism management concepts and techniques.

## **Course Learning Objectives**

On completion of the course, you should be able to:

1. Assess the characteristics of tourism employment and the implications for managing and leading this workforce
2. Identify and critically evaluate contemporary professional, theoretical and ethical human resource issues facing tourism practitioners
3. Compare and contrast approaches to human resource management in a range of tourism businesses and locations

In meeting these objectives, this course will give the opportunity to develop a variety of skills, specifically the ability to:

1. Understand the diversity of tourism and hospitality employment and appreciate the challenges of managing and leading this workforce
2. Identify and critique best practice in the management of human resources in the tourism and hospitality industries
3. Engage effectively in constructive group discussions and debate
4. Develop and communicate your ideas in a range of written and oral formats
5. Reflect on your career path and professional development, including writing curriculum vitae (CV)

## Course Delivery

The course is taught in a 3-hour seminar format. You will be expected to undertake preparatory reading and/or directed research preparation each week and take an active role in seminar activities and discussion. Readings will be distributed during class each week or via Blackboard.

## Expected Workload

According to the University's Assessment Handbook, students are expected to devote 10 hours per week to this 15-point course. This includes the 3 hour seminar, approximately 1-2 hours of preparation, and assignment research and writing.

## Group Work

Group work forms an important component of the course and assignment #2 is a seminar presentation, normally undertaken as a pair. Full details are on page 5. You will be required to work together to prepare the seminar presentation. One grade will be allocated for the presentation. You will then each write up this up as individual assignment (#3).

You will also be expected to work as a group in the weekly seminars; 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 core text for this course. You will be expected to draw on a range of sources, both from the human resource management, and tourism/hospitality. Further reading lists will be distributed during the course.

The following books are on three-day loan at the **Commerce Library** in the Railway Station.

### **General Human Resource Management texts**

There is a wide range of general and geographically-specific HRM and personnel management texts. These can be found at classmark **HF5549** in the library.

### **HRM in Tourism and/or Hospitality textbooks**

There are a smaller number of HRM texts focusing on the hospitality, and to a lesser extent, tourism sectors. Most of these can be found in the hospitality management section of the library, classmark **TX911.3 P4**, or in tourism at **G155 A1**. For example,

- Baum, T. (2006). *Human Resource Management for Tourism Hospitality and Leisure: an international perspective*. Thompson Learning, London.
- Baum, T. (1995). *Managing Human Resources in the European Tourism and Hospitality Industry: a strategic approach*. Chapman & Hall, London.
- Baum et al. (Eds) (2009) *People and Work in Events and Conventions: a research perspective*. CABI, Wallingford. [eBook]
- Boella, M.J. and Goss-Turner, S. (2005) *Human Resources Management in the Hospitality Industry: an introductory guide*. Elsevier/Butterworth Heinemann, Amsterdam. [eBook]
- D'Annunzio-Green, N., G.A. Maxwell & S. Watson (Eds) (2002). *Human Resource Management: international perspectives in hospitality and tourism*. Continuum, London.
- Go, F.M., M.L. Monachello & T. Baum (1996). *Human Resource Management in the Hospitality Industry*. John Wiley & Sons, New York.
- Lee-Ross, D. (Ed) (1999). *HRM in Tourism and Hospitality: international perspectives on small to medium-sized enterprises*. Cassell, London.
- Lee-Ross, D. & J. Pryce (2010) *Human Resources and Tourism: skills, culture and industry*. Channel View Publications, Clevedon.
- Nickson, D. (2006) *Human Resource Management for the Hospitality and Tourism Industries*. Butterworth-Heinemann, Oxford. [eBook]
- Riley, M. (1996). *Human Resource Management in the Hospitality and Tourism Industry*. Butterworth-Heinemann, Oxford.
- Riley, M., A. Ladkin & E. Szivas (2002). *Tourism Employment: analysis and planning*. Channel View Publications, Clevedon.

## Journals

The *Journal of Human Resources in Hospitality & Tourism* is an obvious starting point. Whilst many of the tourism journals include occasional articles on HRM and service delivery (for example, *Annals of Tourism Research*, *Current Issues in Tourism*, *Pacific Tourism Review*, *International Journal of Tourism Research*, *Tourism Management*, *Tourism Recreation Research*), once again the majority of the research is found in the hospitality management literature. For example:

- *Australian Journal of Hospitality Management*
- *Cornell Hotel and Restaurant Administration Quarterly*
- *International Journal of Contemporary Hospitality Management*
- *International Journal of Hospitality Management*

You should also look at the Human Resource Management journals, many of which are accessible through the Library's online databases.

## Assessment

The four pieces of assessment are designed to evaluate your understanding of the key concepts from throughout the course and to assess the skills obtained from it. The assessments each relate to the Course Learning Objectives.

Assignment	Title	Weight	Date (Hand in at start of class or to School of Management Reception RH1022)	Course Learning Objectives
#1	Individual Essay	40%	Thursday 10 <sup>th</sup> April	1
#2	Group Seminar Presentation	10%	Weeks 8 and 9	2
#3	Individual Seminar Essay	40%	One-week after presentation	2
#4	Participation	10%	Assessed throughout the course	3
	<b>TOTAL</b>	<b>100%</b>		

### **ASSIGNMENT #1 – Individual Essay (40%) 3,000-3,500 words**

Deadline: Thursday 10<sup>th</sup> April (10.30am)

The purpose of this assignment is to critically evaluate the application of human resource management theory in the context of tourism employment.

#### Either

Critically assess the relationship between seasonality and tourism employment.

#### Or

Critique the concept of emotional labour and its application to tourism and hospitality work.

### **ASSIGNMENT #2 –Group Seminar Presentation (10%)**

### **ASSIGNMENT #3 –Individual Seminar Essay (40%)**

The purpose of these assignments is to critically evaluate a contemporary issue in the management and leadership of the tourism workforce. It is designed to give you the opportunity to identify, research and analyse an issue in depth, and you should ideally select a contemporary human resource issue that is relevant

to your own interests and career development. The focus of this assignment is by negotiation between students and course co-ordinator, and must be agreed before submission. The topic must:

- Critically evaluate a contemporary issue for those working in the tourism and hospitality sectors
- Draw on tourism and HR theory and research
- Be a significantly different area to the assignment 1 topic and not over-lap with other seminar topics. If you wish to develop a topic covered elsewhere in the course (e.g. cultural diversity or gender issues) please discuss this with the course coordinator.
- Be submitted to the course coordinator for review by Thursday 3<sup>rd</sup> April

This will be assessed in two parts:

**10% - Group Seminar Presentation** – in groups of two, lead a 1 hour 10 minutes hour seminar.

You will need to think of ways to involve and engage your audience with the topic material; any formal presentation element can take a maximum of 30 minutes.

If you require the class to do any preparation (e.g. a reading or background on a case study), this must be distributed one week before your seminar presentation.

You will be awarded one grade for the group presentation.

Presentations will be arranged between weeks 8 and 9.

**40% - Individual Seminar Essay** (3,000-3,500 words)

This is an individual write-up of your seminar topic (or an aspect of your topic) and will be submitted **one week after your presentation**.

While you will work with your group members to research and prepare the seminar presentation, the essay should be your own work and should incorporate feedback from the presentation discussion. With the agreement of the course co-ordinator, your essay may explore different aspects of the topic to that of your co-presenters.

You are encouraged to develop your own seminar topics; examples of previous topics include:

- Labour mobility and the tourism sector
- Managing cross-cultural workforces
- Managing work/life balance in tourism and hospitality employment
- The implications of tipping for tourism employees and employers
- Employment issues in the tourism family firm
- The impact of ICT on the tourism and hospitality workforce

#### **ASSESSMENT #4 – Participation (10%)**

Your full and active participation is essential to develop your critical and communication skills, to acquire leadership experience and to get the most out of this course. You are expected to attend all classes.

The Participation grade will cover your preparation for each class and contribution to class discussions, debate and activities. Preparation for classes includes set readings and directed research on case study organizations.

Peer assessment: You will be asked to comment constructively (and confidentially) on the other students' presentations, although this will not contribute to their final mark. This feedback and your participation in their seminar will be an element of your course participation grade.

#### **Handing in assignments**

Please submit your assignments at the beginning of the class or to The School of Management Reception RH1022.

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.

## Mandatory Course Requirements

To meet Mandatory Course Requirements, students are required to:

- a. Attend all classes, and
- b. Submit all assignments within the allowable timeframe (see the 'Penalties' section below)

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.

If you cannot complete an assignment or sit a test or examination, refer to [www.victoria.ac.nz/home/study/exams-and-assessments/aegrotat](http://www.victoria.ac.nz/home/study/exams-and-assessments/aegrotat)

## 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 standardized late penalty for all tourism courses. Students who submit late assignments will be penalized at a rate of 5% per day (including weekends). **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**.

**Extensions** will only be granted under special circumstances. Students who wish to apply for an extension must contact the course coordinator before the due date. 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 duration of the illness. Please take note: workload pressures and computer problems are not a case for extension. Please submit late assignments to The School of Management Reception RH1022.

- (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 a 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 one of the course coordinators 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.**

## 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:

	<b>Grade</b>	<b>Normal range</b>	<b>Midpoint</b>	<b>Indicative characterisation</b>
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

### **Policy on Remarking**

Students may ask for their written work to be remarked. Course instructors in tourism management put tremendous effort into the grading of student assignments. Students are encouraged to speak with the course coordinator if they believe that their mark is not an accurate reflection of the quality of their work.

Application for remarks must be made within 5 days after the marks are available. Allow up to 5 days for remarks to be completed.

### **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 online VUW library site: <http://www.victoria.ac.nz/library/research/reference/referencingguides.aspx>

For tourism management courses, you can refer to the 2014 version of the *Style Guide for Tourism Management Courses* - a copy is available on Blackboard.

### **Class Representative**

A 400 level Tourism Management representative is elected across TOUR401/402/406. Representative'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, where appropriate, by email. The course coordinator can be contacted using the details on the front of this course outline.

### **Student feedback**

Feedback from previous students has particularly emphasised the value of the presentations and careers workshop and these have been retained as part of the course.

Student feedback on University courses may be found at [www.cad.vuw.ac.nz/feedback/feedback\\_display.php](http://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.

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