

School of Management

TOUR 230 VISITOR MANAGEMENT

Trimester 2, 2014

COURSE OUTLINE

Names and Contact Details

Course coordinator

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Trimester Dates

Teaching Period: Monday 14th July – Friday 17th October

Study Period: Monday 20th October – Thursday 23rd October

Examination Period: Friday 24th October – Saturday 15th November (inclusive)

Withdrawal from Course

1. Your fees will be refunded if you withdraw from this course on or before Friday 25th July 2014.
2. The standard last date for withdrawal from this course is Friday 26th 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

Lectures Tuesday and Thursday 9.30 – 10.20 in GBLT4

Tutorial signup will be through S-cubed between Tuesday 15 July 12noon and Thursday 17 July 8am.

Detailed information on the process will be provided in the first lecture on Tuesday 15 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 and Course Delivery

Tourism and travel involve the purchase and consumption of experiences rather than tangible products. By implication, visitor management (VM) is the management of those very experiences rather than merely management of visitors. At the same time, visitors do require management in order to minimise risks to both persons and the tourism product resources, and to ensure that tourism operations run profitably, smoothly and successfully. VM is the sum of managerial influences exercised at both the destination level and the tourism attraction/ operator level that shape and determine the visitor experience and aim to enable the delivery of a high quality experience.

As the visitor experience also depends on how information is conveyed, VM goes beyond practical considerations and the mere provision of information and guidance. Indeed, interpretation of natural and cultural attractions is a challenging aspect in the management of visitors and plays a significant role in visitor experiences at a variety of levels and for various attractions and products.

This course seeks to develop students' understanding of issues, tools and strategies in VM and to build the relevant management skills. The first part of the course introduces dimensions of VM and outlines principles and approaches to the management of visitors at different scales for a variety of products and contexts. Then, significant aspects of VM, namely interpretation, guiding and risk management, are discussed. The course concludes with four "focus" lectures that seek to illuminate VM in specific areas and for different types of visitors. The tutorial sessions discuss applied examples as well as providing an opportunity to develop and practice VM related and course-related skills. The fieldtrip on 16 August examines a local tourism attraction and aims to critically assess and evaluate various approaches to visitor management. The site visit is a critical part of the preparation for assessment 3.

Lecture and tutorial timetable

Week	Date (week starting)	Lecture	Tutorial
1	14 July	1) Introduction, definition, role of VM 2) The visitor experience	No tutorial
2	21 July	1) VM in Destination Management 2) Stakeholders and strategy in VM	Housekeeping, fieldtrips, assessments, briefing and forming group for assessment 1
3	28 July	1) and 2) Scales of VM, Selection of VM tools 2) VM and the service experience at Disney	Self-guided fieldtrip (no tutorial class)
4	4 Aug.	1) Market research and VM at Te Papa (Stephen Owen, Te Papa) 2) The rural visitor experience	VM natural vs. cultural attractions
5	11 Aug.	1) Guiding 2) Interpretation, briefing assessment 2	Presentation of reports I (assessed presentation!)
Saturday 16 August: Fieldtrip to ZEALANDIA – The Karori Sanctuary Experience (Note: Attending this fieldtrip is a mandatory course requirement.)			

6	18 Aug.	1) The urban visitor experience 2) VM for museums	Presentation of reports II (assessed presentation!)
	Mid-trimester break		
7	8 Sept.	1) Technology in VM 2) Briefing assessment 3, Introduction to strategy writing for VM	Technology in VM and interpretation
8	15 Sept.	1) Introduction to Weta cave, David Wilks, General Manager Weta Workshop 2) Site visit Weta cave	Assessment preparation exercise: Site analysis
The site visit at Weta cave will take place on Thursday 18 September. Details will be advised closer to the time. (Note: Attending the site visit is a mandatory course requirement.)			
9	22 Sept.	1) Service operations management 2) Risk management 1	Assessment preparation exercise: Strategy preparation and writing
10	29 Sept.	1) Risk management 2 2) VM focus: Culturally sensitive sites: Māori Rock Art in NZ	Case study VM and risk management: Central Otago Rail Trail Duathlon
11	6 Oct.	1) VM focus: Special needs visitors 2) VM focus: Events	Exam preparation
12	13 Oct.	1) VM focus: Local case study (TBC) 2) Course review	No tutorial

To enhance students' understanding of the visitor experience and strategies employed in visitor management, there will be three fieldtrips; two of these are in addition to the above classes. One fieldtrip will be self-guided, the other two guided. As the assessments are based on the students' experiences on these fieldtrips as well as the class content, these fieldtrips are a vital component of this course.

The self-guided fieldtrip of Te Papa can be taken by the students in groups of two to four anytime after the first tutorial and before the related assessment is due.

The guided fieldtrip to ZEALANDIA – The Karori Sanctuary Experience takes place on Saturday 16 August.

The guided site visit to Weta cave in preparation of assessment 3 takes place on Thursday 18 September. Details will be advised closer to the time.

Participation in the fieldtrips is a mandatory course requirement as assessment components are based on the fieldtrips. Please note: Students who miss the guided fieldtrips to ZEALANDIA and/ or Weta cave due to illness will be expected to visit ZEALANDIA and/ or Weta cave at their own expense and in their own time. They are expected to complete the assessments without the benefit of the interpretation that will be provided during the guided visits. Students who miss the guided fieldtrips will struggle to produce satisfactory assessments.

Prescription

An examination of the principles of visitor management, relevant strategies and tools. The course seeks to build visitor management skills by critically assessing approaches to the management of visitors and their experiences at different scales and within different contexts.

Overall Course Objectives

It is the aim of TOUR 230 Visitor Management:

1. to explain the role and relevance of the visitor experience in tourism.
2. to examine and apply visitor management strategies in a variety of relevant contexts.
3. to critically analyse and evaluate a range of related tourism management issues using both national and international examples.
4. to develop an appreciation of the significance of interpretation to the visitor experience.
5. to build effective communication and leadership skills through group work and a verbal presentation.

Course-related Student Learning Objectives and Skills

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

1. Understand the role and significance of visitor management in destination management
2. Analyse and identify key visitor management issues for a variety of contexts
3. Apply theoretical approaches to visitor management to specific tourism environments
4. Manage visitor experiences by choosing and applying appropriate tools and strategies
5. Critically analyse and evaluate relevant and current visitor management issues

Group Work

Group work forms an important part of this course. Activities in the tutorials are largely group-based.

Assessment 1, a group presentation that addresses the self-guided fieldtrip, requires student groups to visit Te Papa in their own time and collaboratively prepare a presentation that addresses visitor management approaches experienced at this visit. Students are expected to contribute equally to the preparation of the assignment as well as its presentation.

Expected Workload

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

Readings

The following books, journal articles and other sources are recommended readings for TOUR 230 Visitor Management. They will be useful in the preparation and writing of the assessments as well as for exam preparation. Further readings will be distributed in class and during tutorials.

Ap, J., & Wong, K. K. F. (2001). Case Study on Tour Guiding: Professionalism, Issues and Problems. *Tourism Management*, 22, 551-563.

Beck, L., & Cable, T. T. (1998). *Interpretation for the 21st Century: Fifteen Guiding Principles for Interpreting Nature and Culture*. Champaign: Sagamore Publishing.

Bowie, D., & Chang, J. C. (2005). Tourist Satisfaction: A View from a Mixed International Guided Package Tour. *Journal of Vacation Marketing*, 11, 303-322.

Cole, S. (2007). Implementing and Evaluating a Code of Conduct for Visitors. *Tourism Management*, 28, 443-451.

Grinder, A. L., & McCoy, E. S. (1985). *The Good Guide A Sourcebook for Interpreters, Docents and Tour Guides*. Scottsdale: Ironwood Publishing. (Note Chapter 6: Audiences: Who's listening?)

Hall, C. M., & McArthur, S. (Eds.). (1996). *Heritage Management in Australia and New Zealand: The Human Dimension*. Sydney: Oxford University Press.

- Hughes, M., & Morrison-Saunders, A.** (2002). Impact of trail-side Interpretive Signs on Visitor Knowledge. *Journal of Ecotourism*, 1(2&3), 122-132.
- Hughes, K., Bond, N., & Ballantyne, R.** (2013). Designing and managing interpretive experiences at religious sites: Visitors' perceptions of Canterbury Cathedral. *Tourism Management*, 36, 210-220.
- Lane, M.** (2007). The Visitor Journey: The New Road to Success. *International Journal of Contemporary Hospitality Management*, 17(3), 248-254.
- Leask, A.** (2009). Progress in Visitor Attraction Research. *Tourism Management*, 31, 155-166.
- Mason, P., & Christie, M.** (2003). Tour Guides as Critically Reflective Practitioners: A Proposed Training Model. *Tourism Recreation Research*, 28(1), 23-33.
- Mason, P.** (2005). Visitor Management in Protected Areas: From 'Hard' to 'Soft' Approaches. *Current Issues in Tourism*, 8(2&3), 181-194.
- Rojas, C. d., & Camarero, C.** (2008). Visitors' Experience, Mood, Satisfaction in a Heritage Context: Evidence from an Interpretation Center. *Tourism Management*, 29, 525-537.
- Poria, Y., Biran, A., & Reichel, A.** (2009). Visitor's Preferences for Interpretation at Heritage Sites. *Journal of Travel Research*, 48(1), 92-105.
- Shackley, M. (Ed.).** (1998). *Visitor Management: Case Studies from World Heritage Sites*. Oxford: Butterworth-Heinemann.
- Yeoman, I., Robertson, M., & McMahon-Beattie, U.** (2004). Visitor Management for Festivals and Events. In I. Yeoman, M. Robertson, J. Ali-Knight, S. Drummond & U. McMahon-Beattie (Eds.), *Festival and Events Management An International Arts and Culture Perspective* (pp. 65-79). Oxford: Elsevier.

Assessment

The assessments for this course include two written assessments, a verbal report and the final examination. Assessment 1 addresses the self-guided fieldtrip. After visiting a site where various VM strategies are employed, the students analyse their experience with respect to these strategies, thus reaching a deeper understanding of the impacts of VM approaches and issues outlined during lectures. Verbally presenting their findings will help students achieve communication and leadership skills, thereby addressing graduate attributes as identified by Victoria University of Wellington. Assessment 2, a report on the guided fieldtrip, asks students to identify and analyse VM approaches and tools used in ZEALANDIA – The Karori Sanctuary Experience and to explain how they shape and influence visitor experiences. In doing so, students relate theoretical considerations on visitor experiences to a Wellington example. The fieldwork exercises will encourage critical reflection about current visitor management practice at several sites around Wellington. Assessment 3, the preparation of a VM strategy provides students with the opportunity to employ the VM skills they gained in an applied fashion, thus gaining confidence in choosing and applying appropriate visitor management tools. The final examination can address course content of lectures, tutorials and assessments.

Assessment Requirements

Type of assessment	Percentage of final grade	Due date	COURSE-RELATED STUDENT LEARNING OBJECTIVES AND SKILLS
Presentation on self-guided fieldtrip	10%	Tutorials week 5 (week starting 12 August). All groups must submit the visual material that accompanies the presentations in week 5. The presentation may take place in week 6.	2, 3
Report on ZEALANDIA visit	20%	Tuesday 9 September, 9.30am	1, 3, 5
VM Strategy document	30%	Tuesday 7 October, 9.30am	2, 4
Examination	40%	-	1, 2, 3, 5

Assessment 1.

Verbal report on the self-guided fieldtrip of Te Papa, value 10%

The visual material accompanying the presentations must be submitted at the beginning of the tutorial in week 5 (week starting 13 August). The presentation must be presented in person in either week 5 or 6.

In your group, prepare a visual and verbal presentation (15 minutes) on the visitor management strategies you experienced at Te Papa and explain how they impacted on your visitor experience. The focus of this assessment is on the identification of VM approaches and tools, their discussion in the context of your experience as well as presentation skills employed to communicate your results.

Assessment 2.

Written report on the guided fieldtrip, value 20%

Identify the visitor management approaches and tools employed at ZEALANDIA – The Karori Sanctuary Experience. Explain the rationale behind the selection of approaches and tools and discuss how they impact on the visitor experience.

Note: This assessment is based on the guided field trip on 16 August. Attending the fieldtrip is therefore a mandatory course requirement.

Assessment of the report will consider your identification and contextualisation of VM approaches and tools and how you relate them to possible visitor experiences in your discussion.

Each student is to prepare one written report individually.

Limit: 2500 words.

Due by: Tuesday, 9 September, 9.30am (Rutherford House, Mezzanine floor Box #18)

Assessment 3.

Preparation of a VM strategy document for Weta cave, value 30%

Based on your knowledge of VM strategy preparation and Weta cave's tourism product as developed in lectures (week 7 and 8), tutorials (weeks 8 and 9) and the guided visit at Weta cave, prepare a VM strategy document for Weta cave and their guided tour product(s).

Note: This assessment is based on the site visit at Weta cave on Thursday 18 September. Attending the site visit is therefore a mandatory course requirement.

The assessment of your strategy will consider the appropriateness and feasibility of the management tools you recommend in the areas of visitor management, guiding, interpretation and risk management as well as on the form and structure of the document.

Each student is to prepare one written visitor management strategy individually.

Limit: 3500 words.

Due by: Tuesday, 7 October, 9.30am (Rutherford House, Mezzanine floor)

Assessment 4.

Examination: value 40%

This course has a three hour final examination. The examination period will be from Friday 25 October – Saturday 16 November (inclusive).

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-.

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 management 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 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, 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 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.

Mandatory Course Requirements

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

1. Attend at least eight of the ten scheduled tutorial sessions,
2. Attend the guided fieldtrips to ZEALANDIA and Weta cave,
3. Submit all assignments within 7 days of the due date, and
4. 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. If you cannot complete an assignment or sit a test or examination, refer to www.victoria.ac.nz/home/study/exams-and-assessments/aegrotat

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 required to meet the mandatory course requirements. 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 starting 21 July 2014).

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 230. The TOUR 230 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 15 July 12noon and Thursday 17 July 8am.

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. Confirmation of your tutorial group will be posted on Blackboard on Thursday 17 July. If you miss the Thursday 17 July tutorial enrolment deadline you will need to contact the Tutorial Assistant (sandra.goh@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. 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.

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 during the following period: Friday 24 October – Saturday 15 November (inclusive)

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. Copies of material handed out in lectures will be made available outside Room 927 Rutherford House.

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.
