



School of Management

## **TOUR390 APPLIED TOURISM MANAGEMENT**

Trimester 2, 2015

### **COURSE OUTLINE**

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#### **COURSE COORDINATOR**

##### **Associate Professor Karen Smith**

Room: RH 926, Rutherford House  
Phone: 04-463 5721  
Email: [karen.smith@vuw.ac.nz](mailto:karen.smith@vuw.ac.nz)  
Website: <http://blackboard.vuw.ac.nz/>  
Office hours: Wednesdays 9:30-10:20 or by appointment

#### **ADMINISTRATOR**

##### **Luisa Acheson**

Room: RH 1022, Rutherford House  
Telephone: 04-463 5381  
E-mail: [luisa.acheson@vuw.ac.nz](mailto:luisa.acheson@vuw.ac.nz)

#### **TUTOR**

##### **Sandra Goh**

Email: [sandra.goh@vuw.ac.nz](mailto:sandra.goh@vuw.ac.nz)

#### **Trimester Dates**

Teaching Period: Monday 13<sup>th</sup> July – Friday 16<sup>th</sup> October  
Study Period: Monday 19<sup>th</sup> October – Thursday 22<sup>nd</sup> October  
Examination Period: Friday 23<sup>rd</sup> October – Saturday 14<sup>th</sup> November (inclusive)

#### **Withdrawal from Course**

1. Your fees will be refunded if you withdraw from this course on or before Friday 24<sup>th</sup> July 2015.
2. The standard last date for withdrawal from this course is Friday 25<sup>th</sup> 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' form including supporting documentation. The application form is available from either of the Faculty's Student Customer Service Desks or [online](#).

## Class Times and Room Numbers

Lectures:	Mondays and Wednesdays, 11:30-12:20 RH LT3		
Tutorials (start week 2):	Mondays	12:40-13:30	RWW 313
	Wednesdays	12.40-13.30	RWW 414
		13.40-14:30	RWW 414

## Course Delivery

### **Lectures**

These are held Mondays and Wednesdays, 11:30-12:20, and you will get the most out of the course by attending the 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.

### **Tutorials**

Tutorials start in the **second week of teaching** and are a key part of the learning process. Active participation in tutorials is expected and most will require some preparation.

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.

Allocations are on a first come, first served basis so you are encouraged to sign up early.

Tutorial sign up will be via a new online signup system called **MyAllocator** (<https://student-sa.victoria.ac.nz/>). Instructions how to sign up will be posted on the course's Blackboard site once they are available. You will be able to login and signup anytime **between Monday 6th July 10am and Thursday 16th July 11am**) Allocations are on a first come, first served basis so you are encouraged to sign up early. Confirmation of your tutorial group will also be posted on Blackboard by 4pm on Thursday 16<sup>th</sup> July.

If you miss the Thursday 16<sup>th</sup> July tutorial enrolment deadline, you will need to contact the Tutorial Coordinator [Luisa.Acheson@vuw.ac.nz](mailto:Luisa.Acheson@vuw.ac.nz). Your email should state why you were not able to sign up on time and be accompanied by relevant supporting documentation, such as a medical certificate etc. You should identify **at least** two tutorial times that you can attend. Luisa will then allocate a tutorial depending on availability. If there are 'exceptional circumstances' why you require a particular tutorial session then you need to clearly set these out in the email.

## 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 7 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.

## **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. 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. 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 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

### **Overall Course Aims**

The course 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 (CLOs)**

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 CLOs will be assessed formatively through the lecture and tutorial programme and summatively in the internal assessments and end of course examination.

### **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	Mon 13 <sup>th</sup> July	Introduction to applied tourism management	
	Wed 15 <sup>th</sup> July	Framework for integrating theory and practice	
2	Mon 20 <sup>th</sup> July	Introduction to events	Introduction Choosing your event for Assignment 1
	Wed 22 <sup>nd</sup> July	Event management issues and stakeholders: a case study approach Case study: Hokitika Wildfood Festival	
3	Mon 27 <sup>th</sup> July	Identifying and evaluating (best) practice Case study: The Winter Games	Managing an event (International Speed Skating Tournament) Selecting key management issues for Assignment 1
	Wed 29 <sup>th</sup> July	Event organisations	
4	Mon 3 <sup>rd</sup> August	<b>Assignment 1 milestone – Post on Blackboard by 10am</b>	Working in event management
		Events and tourism	
	Wed 5 <sup>th</sup> August	Case study: Auckland: growing event tourism	
5	Mon 10 <sup>th</sup> August	Event attendees: why attend events?	Events and tourism operators
	Wed 12 <sup>th</sup> August	Event finance and funding	
6	Mon 17 <sup>th</sup> August	<b>Submit Assignment 1 Report by 11am</b> (hard copy to Box #22) and electronic copy to turnitin by 4pm	Event ticket onselling Introduction to Assignment 2
		Managing the event workforce	
	Wed 19 <sup>th</sup> August	Involving and managing event volunteers	
<b>MID TRIMESTER BREAK</b>			
7	Mon 7 <sup>th</sup> Sept	The event sponsorship relationship: funding and marketing	Developing your Assignment 2 proposal
	Wed 9 <sup>th</sup> Sept	Guest Speaker – Jess Wilson, Events Marketing Executive, Positively Wellington Tourism	
8	Mon 14 <sup>th</sup> Sept	Applying the marketing mix to events	Self-directed tutorial - use this time to work on your group presentations (tutor available for consultation)
	Wed 16 <sup>th</sup> Sept	Guest Speaker - tbc	
9	Mon 21 <sup>st</sup> Sept	Event ticketing and distribution	<b>Assignment 2 Presentations</b>
	Wed 23 <sup>rd</sup> Sept	Guest Speaker - tbc	
10	Mon 28 <sup>th</sup> Sept	Researching and evaluating events	<b>Assignment 2 Presentations</b>
	Wed 30 <sup>th</sup> Sept	Guest Speaker - tbc	
11	Mon 5 <sup>th</sup> October	Managing event legacies	Preparing for the Exam – past case study
	Wed 7 <sup>th</sup> October	<b>Submit Assignment 2 – individual reflection by 11am</b>	
		Integration of the issues – challenges in applied tourism management – part 1	
12	Mon 12 <sup>th</sup> October	Integration of the issues – challenges in applied tourism management – part 2	No tutorials
	Wed 14 <sup>th</sup> October	Course overview and revision <b>2015 Exam Case Study Handed Out</b>	
	Mon 19 <sup>th</sup> - Thurs 22 <sup>nd</sup> October	<b>Study Period</b>	
	Fri 23 <sup>rd</sup> October – Sat 14 <sup>th</sup> November (inclusive)	<b>Examination Period</b>	

*The teaching schedule may be changes to accommodate guest speakers. Updates will be posted on Blackbaord.*

## Assessment

The Assessment Handbook applies to all VUW courses: see

<http://www.victoria.ac.nz/documents/policy/staff-policy/assessment-handbook.pdf>.

Assignment	Title	Weight	Date
1	Individual Report	30%	Milestone – post on Blackboard by 10am on Monday 3 <sup>rd</sup> August  Final report: Monday 17 <sup>th</sup> August Hard copy – submit by 11am to Box #22 Mezzanine floor, Rutherford House Electronic copy to Turnitin on Blackboard by 4pm
2	Event Management Proposal		
	a) Group presentation	10%	Tutorial week 9 or 10: weeks beginning 21 <sup>st</sup> and 28 <sup>th</sup> September
	b) Individual reflection	10%	Wednesday 7 <sup>th</sup> October – submit hard copy by 11am (electronic copy not required)
3	Final Examination (3 hours)	50%	Fri 23 <sup>rd</sup> October – Sat 14 <sup>th</sup> November (inclusive)
	<b>TOTAL</b>	<b>100%</b>	

### Assignment 1 – Individual Report (30%)

Maximum length: 3,000 words.

**Milestone:** post on Blackboard by 10am on Monday 3<sup>rd</sup> August

**Report due:** Monday 17<sup>th</sup> August

Hard copy – submit by 11am to Box #22 Mezzanine floor, Rutherford House

Electronic copy to Turnitin on Blackboard 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 management issues facing managers of an event of your choice\*. Critically evaluate one management aspect, and, drawing on the literature and best practice, discuss the lessons that can be learnt for future events management theory and practice.**

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

Further guidelines will be posted on Blackboard and the tutorials in weeks 2 and 3 will guide you in choosing a) an appropriate event and b) an appropriate management aspect on which to focus your evaluation.

**Milestone:** by 10am on Monday 3<sup>rd</sup> August you should post to the Blackboard discussion area a short message detailing:

- Your event and why you have selected it
- The management aspect you will focus on and why you have chosen it
- Key information sources you have identified (about your event and management issue)

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 (of your chosen management aspect), conclusions, recommendations and lessons, references, and (potentially) appendices.

The discussion section should evaluate the chosen management aspect of 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 aims 2 and 3, and course learning objectives 2 to 6.

**Submitting assignment 1**

Submit a hard copy of the assignment to Box #22 on the Mezzanine Floor of Rutherford House Pipitea campus, by 11am on Monday 17<sup>th</sup> August.

Also: by 4pm the same day, submit an electronic copy to Turnitin via the Assignment link on Blackboard. The assessment grade will not be released unless the electronic copy has also been submitted.

*Use of Turnitin:* Student work provided for assessment in this course may be checked for academic integrity by the electronic search engine <http://www.turnitin.com>. A copy of submitted materials will be retained on behalf of the University for detection of future plagiarism, but access to the full text of submissions will not be made available to any other party.

**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):

<b>Challenge</b>	<b>Aim of proposal</b>	<b>Stakeholder Audience</b>
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 21<sup>st</sup> and 28<sup>th</sup> September

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 FCom Oral Communications Skills Rubric (further details will be distributed in week 6 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 tutorial presentations.

Before your presentation: submit an electronic copy of your presentation (and any accompanying materials) to your tutor by email: [Sandra.Goh@vuw.ac.nz](mailto:Sandra.Goh@vuw.ac.nz)

### **b) Individual Reflection (10%)**

Maximum length: 1,000 words

Due: Wednesday 7<sup>th</sup> October by 11am – submit hard copy - including a completed copy of the FCom Rubric - by to Box #22 (an electronic copy not required)

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 FCom 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. Include the completed Rubric when you submit your assignment.

The part a) group presentation assesses your achievement of overall course aims 3 and course learning objectives 3 to 6.

The part b) individual reflection assesses your achievement of overall course aims 2 and 3, and course learning objectives 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: Friday 23<sup>rd</sup> October – Saturday 14<sup>th</sup> November (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 lecture (Wednesday 14<sup>th</sup> October). 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.

### **Referencing**

There are many different styles of referencing. For tourism management courses, please refer to the 2015 version of the *Style Guide for Tourism Management Courses* - a copy is available on Blackboard.

### **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.

### **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 penalty is 10% of the marks available** (marks available means what the assignment is worth i.e. 30% or 30 marks) for an assignment submitted after the due time on the due date **for each part day or day late**. (For example if an assignment is out of 30 and the assignment receives 50% then one day late means the mark will be out of 27 and the student will receive 50% of 27). **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.
- (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 **Luisa Acheson**, 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 **Luisa Acheson** 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 that is 10% over the word limit.

### **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 so that they will have the opportunity to develop oral communication and teamwork skills in relation to Course Learning Objectives (CLOs) 5 and 6, and the ability to critique solutions to case-specific management problems (CLO 4); and
- b. Obtain at least 40% in the exam, in order to demonstrate that they have achieved CLOs 1 to 5 independently of any external assistance.

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.

Any student who is concerned that they have been (or might be) unable to meet any of the MCRs because of exceptional personal circumstances, should contact the course coordinator Karen Smith as soon as possible.

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

### **Student feedback**

Feedback on the course is sought through the Centre for Academic Development's Student Feedback exercise, and through a formative survey during the course. In 2014, the overall quality of the course was rated as 1.7 (where 1 is excellent and 5 very poor). 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). Student feedback has been taken into account when developing the course (choice of case studies and guest speakers).

### **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.