

School of Management

TOUR 108 Tourism in New Zealand

Trimester 2, 2016

COURSE OUTLINE

Prescription

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

Trimester Dates

Teaching Period: Monday 11th July – Friday 14th October

Study Period: Monday 17th October – Thursday 20th October

Examination Period: Friday 21st October – Saturday 12th November (inclusive)

Withdrawal from Course

1. Your fees will be refunded if you withdraw from this course on or before Friday 22nd July 2016.
2. The standard last date for withdrawal from this course is Friday 23rd September 2016. 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 or [online](#).

Course Coordinator

Dr Christian Schott

Room: RH924, Rutherford House

Phone: 04 463 5719

Email: christian.schott@vuw.ac.nz

Office hours:

Tuesdays 1pm-4pm; other times by appointment

Course Lecturer

Raewyn Tan

Room: RH922, Rutherford House

Email: raewyn.tan@vuw.ac.nz

Office hours:

Tuesdays & Fridays 9.30am-11am

Administrator and Tutorial Coordinator

Luisa Acheson

Room: RH1022, Rutherford House

Phone: 04 463 5381

Email: luisa.acheson@vuw.ac.nz

Class Times and Room Numbers

Lectures	Time	Lecture Theatre
Tuesdays	12.00pm-12.50pm	HMLT105
Fridays	12.00pm-12.50pm	HMLT105

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

Attendance at all lectures is strongly recommended as:

- a) all important announcements will be made in the lectures (as well as posted on Blackboard),
- b) the lectures are designed to be interactive with regular opportunities to discuss key points (and complete the related gaps in lecture notes), and
- c) lecture notes and other course material will be supported by valuable verbal information such as examples and/or further elaboration.

Tutorial timetable

Day	Time	Room
Tuesdays	4.10pm-5.00pm	KK106
Wednesdays	11.00am-11.50am	FT77/306
Thursdays	3.10pm-4.00pm	KK202
Fridays	8.00am-8.50am	VZ107
Fridays	11.00am-11.50am	FT77/306
Fridays	2.10pm-3.00pm	VZ106
Fridays	2.10pm-3.00pm	KK204

Tutorials are a key part of the learning process and active participation is expected – the more you put in, the more you will get out of this course. Attending at least eight tutorials is also necessary in order to fulfil the mandatory course requirements (see mandatory course requirements in this document). You must always attend your allocated tutorial session; if you need to attend a different session, you must first obtain permission from your tutor, the Tutorial Coordinator (Luisa Acheson) and the tutor of the session that you need to attend instead. Exemption from tutorial attendance will only be accepted with a medical certificate or in exceptional circumstances (contact both your tutor and the Tutorial Coordinator with relevant evidence). Tutorials start in the second week of the course and tutorial times are outlined above. Tutorials will be held during ten of the 12 weeks.

Tutorial Group Allocation

The sign up for tutorials is through **myAllocator**. More information and the log-on link is on this web page: <http://www.victoria.ac.nz/students/study/timetables/tutorial-sign-up>. You will be advised by email when this is open and then you use your MyVictoria username and password to log on and then click on course link. If you have not been able to sign up by the **end of the first week of the course** please contact the Tutorial coordinator, luisa.acheson@vuw.ac.nz.

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 organisations, businesses, and resources
- c) demonstrate a breadth of tourism management expertise: managing tourism businesses, visitors, and impacts
- d) acquire skills and knowledge that provide a solid platform for graduate study

Learning Goal #2:

Our graduates will demonstrate application of critical and creative thinking skills to practical and theoretical tourism management problems

Learning Objectives. Graduates will be able to:

- a) assess, appraise, and synthesise a range of tourism management issues, plans, and concepts
- b) identify, access, and evaluate a range of information and data sources
- c) undertake and apply research in tourism management
- d) analyse, evaluate, and interpret tourism data (on businesses, destinations, and industry sectors)
- e) use innovative thinking and creative skills in the context of the tourism business environment and tourism research

Learning Goal #3:

Our graduates will be effective and confident communicators

Learning Objectives. Graduates will be able to:

- a) present original ideas and material effectively using a range of media
- b) apply advanced written communication skills
- c) prepare and deliver polished and professional oral presentations
- d) communicate effectively with peers when undertaking group projects

Learning Goal #4:

By meeting the above learning goals, our graduates will display leadership and be able to assume positions of responsibility

Learning Objectives. Graduates will be able to:

- a) engage in effective individual and group decision making
- b) develop an understanding of tourism leadership qualities and issues
- c) acquire an appreciation for good leadership in the workplace through the practicum

Course Content

Tourism is one of New Zealand's major economic drivers, overtaking dairy as the largest foreign income earner in 2015. In the same year tourism expenditure reached NZ\$30 billion (Statistics New Zealand, 2016). Tourism employment also continues to increase and one in every nine New Zealand employees is directly or indirectly involved in tourism (Statistics New Zealand, 2016). While this steady increase in visitors and visitor expenditure benefits many stakeholders and regions, it also presents some challenges for New Zealand. Set in this context, the course adopts a stakeholder framework to examine the benefits, opportunities as well as the challenges facing tourism in New Zealand. After a brief review of the evolution of tourism in this country the course examines the factors that shape NZ tourism in 2016. Building on this introduction each of the five key stakeholder groups are then examined in turn to explore the key characteristics as well as complexities of New Zealand tourism. The course content is strongly supported by contributions from practitioners who work at the heart of New Zealand tourism in order to make the content current. At times selected tourism concepts introduced in TOUR 101 and/or TOUR104 will also be referred to. Students who have not completed either of these introductory tourism management courses should not find it challenging to obtain a basic understanding of relevant concepts if they do the suggested readings which are posted on the course's Blackboard site.

Delivery

The course content is delivered using various educational techniques and a variety of media. The *lectures* are organised in blocks; after the introductory block each subsequent block examines one tourism stakeholder group. *Presentations by practitioners* (highlighted as Guest Lectures in the course schedule) from each of the stakeholder groups serve to deepen insights, highlight current issues and provide a foundation for further discussion. The *tutorials* reinforce the course content through assignment-focused tasks as well as topic-related discussions. It is anticipated that the use of a variety of media (videos, Internet sites, news articles,

images, Interactive quizzes, etc) as well as the focus on topical issues will assist in catering to different learning styles and allow for meaningful learning about tourism in New Zealand.

Group Work

Group work contributes to student's learning and the development of communication, teamwork and leadership skills. This course contains group work in the form of tutorial group exercises and an assessed group presentation dealing with the proposal for a self-guided walk itinerary.

Expected Workload

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

Course Objectives

TOUR108 seeks to develop a comprehensive understanding of New Zealand tourism. To achieve this goal the course will:

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

Course-related student learning objectives and skills

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

- a) identify and categorise the component parts and stakeholders in New Zealand tourism
- b) determine and critically assess the factors shaping tourism in New Zealand
- c) analyse and interpret tourism data from national datasets
- d) appreciate the diverse role of Maori culture and people in New Zealand tourism
- e) command relevant essay writing, communication, and time-management skills

Items b), c), and e) will be assessed by the Data Analysis Report (Assignment 3), while Assignment 2 (Stakeholder analysis Report) will foster and assess items a), b), d), and e). The tutorial presentation (Assignment 1) will assess skills a) and e) and the final examination will assess items a), b), d), and e). Furthermore, the tutorial programme seeks to foster all five of the skills listed above.

COURSE CONTENT TOUR108

Week	Date	Lectures	Tutorial
1	12-Jul	Welcome to TOUR108: Tourism in New Zealand	No tutorial
	15-Jul	Introduction to tourism in New Zealand: The evolution of tourism in New Zealand	
2	19-Jul	A PESTLE analysis of tourism in New Zealand: The factors shaping tourism in New Zealand in 2016	Introduction to TOUR108 tutorials followed by briefing about Assignment 1
	22-Jul	Introducing the Stakeholder Framework: An overview of tourism stakeholders and relationships	
3	26-Jul	Stakeholder 1 - Visitors: International visitors	Examining tourism in Wellington: Group workshop on self-guided walk proposal (Ass. 1)
	29-Jul	Domestic and Outbound visitors	
4	2-Aug	<i>Guest Lecture: Tourism New Zealand</i>	Tourism New Zealand & proposal presentations: Discussion of learning outcomes (DLO) from TNZ presentation followed by two proposal presentations (Ass. 1)
	5-Aug	Stakeholder 2 - Third sector The third sector in New Zealand tourism	
5	9-Aug	<i>Guest Lecture: Wellington Culinary Events Trust</i>	Briefing Assignment 2 & proposal presentations: Briefing for Assignment 2 followed by two proposal presentations (Ass. 1)
	12-Aug	Stakeholder 3 - Public Sector The role of the public sector and key institutions	
6	16-Aug	<i>Guest Lecture: Wellington Regional Economic Development Agency (tbc)</i>	WREDA & examination of NZ tourism industry: DLO from WREDA presentation followed by exploring complexity of NZ's tourism industry
	19-Aug	Public sector tourism initiatives and strategies	
Mid trimester Break			
7	6-Sep	Stakeholder 4 - Private Sector NZ's tourism industry	Examination of Tourism 2025 and briefing Assignment 3: Your thoughts on NZ's tourism strategies followed Assignment 3 briefing
	9-Sep	<i>Guest Lecture: Tourism Industry Aotearoa</i>	
8	13-Sep	Tourism sectors and subsectors	The role of TIA and New Zealand's tourism datasets: DLO from TIA presentation followed by data analysis computer workshop (Ass 3)
	16-Sep	<i>Guest Lecture: Weta Workshop (tbc)</i>	
9	20-Sep	Stakeholder 5 - Communities/destinations Core and peripheral destinations	Private sector businesses and current issues for New Zealand tourism: DLO from private sector presentation followed by discussion about issues such as foreign drivers and freedom camping
	23-Sep	<i>Guest Lecture: Environment Southland and Cruise New Zealand</i>	
10	27-Sep	New Zealand communities and tourism	Community perspectives and how the world 'rates' New Zealand: DLO from community presentation followed by examination of social media and NZ tourism
	30-Sep	Stakeholder 6 - Employers and employees Perspectives about employability and employment	

11	4-Oct	<i>Current Issue for Wellington – Guest Lecture about Wellington International Airport’s expansion plans</i>	WIA and course review/exam preparation: DLO from WIA presentation followed by exam preparation
	7-Oct	The Stakeholder Framework in Action: A case study of Kaikoura	
12	11-Oct	Kaikoura case study continued	No tutorial
	14-Oct	Course review and exam preparation	

Note: DLO is discussion of learning outcomes

Readings

As in most other tourism courses, there is no prescribed textbook for this course. However, the following books, journal articles and other sources are recommended as readings for TOUR108 ‘Tourism in New Zealand’. They will be useful for your assignments, as well as for exam preparation. Selected readings in support of lecture content will be posted on Blackboard as will any material/readings for tutorials.

Books (other editions of textbooks listed below are often also available and useful)

- Collier, A. (2011). *Principles of Tourism: A New Zealand Perspective* 8th edition. Auckland: Pearson Education
- Collier, A., & Harraway, S. (2001). *The New Zealand Tourism Industry* 5th edition. Auckland: Pearson Education.
- Cooper, C., Fletcher, J., Fyall, A., Gilbert, D. & Wanhill, S. (2008). *Tourism: Principles and Practice* 4th edition. Harlow: Pearson Education. (3rd edition similar and also useful)
- Hall, C.M., & Kearsley, G. (2001). *Tourism in New Zealand: An introduction*. Oxford University Press: Melbourne.
- Hall, C. M., Jenkins, J. M., & Kearsley, G. (1997). *Tourism Planning and Policy in Australia and New Zealand: Cases, Issues and Practice*. Sydney: Mc Graw Hill Australia.
- McClure, M. (2004). *The Wonder Country Making New Zealand Tourism*. Auckland: Auckland University Press.
- Page, S.J., & J. Connell (2006). *Tourism: a Modern Synthesis* 2nd edition. London: Thompson Learning. (1st edition also useful)
- Weaver, D., & L. Lawton (2014). *Tourism Management* 5th edition. Brisbane: Wiley. (Previous editions are similar and also useful)

Journal Articles

- Ateljevic, I. & Doorne, S. (2000). Local government and tourism development: Issues and constraints of public sector entrepreneurship. *New Zealand Geographer*, 56(2), 25-31.
- Carey, S., Davidson, L., & Sahli, M. (2013). Capital city museums and tourism flows: An empirical study of the museum of New Zealand Te Papa Tongarewa. *International Journal of Tourism Research*, 15(6), 554-569.
- Cloher, D. & Johnston, C. (1999). Maori sustainability concepts applied to tourism: a North Hokianga study. *New Zealand Geographer*, 55(1), 46-52.
- Espinier, S. & Simmons, D. (1998). A national park revisited: assessing change in recreational use of Arthur’s Pass National Park. *New Zealand Geographer*, 54(1), 37-45.
- Horn, C., & Simmons, D. (2002). Community Adaptation to Tourism: Comparisons between Rotorua and Kaikoura, New Zealand. *Tourism Management*, 23, 133-143.
- McIntosh, A. J. (2004). Tourists' Appreciation of Maori Culture in New Zealand. *Tourism Management*, 25, 1-15.
- McIntosh, A. J., Zygadlo, F. K., & Matunga, H. (2004). Rethinking Maori tourism. *Asia Pacific Journal of Tourism Research*, 9(4), 331-352.

- Morgan, N. J., Pritchard, A., & Piggott, R. (2003). Destination Branding and the Role of Stakeholders: The Case of New Zealand. *Journal of Vacation Marketing*, 9(3), 285-299.
- Orams, M. (2000). Tourists getting close to whales, is it what whale watching is all about? *Tourism Management*, 21, 561-569.
- Orchiston, C. (2013). Tourism business preparedness, resilience and disaster planning in a region of high seismic risk: the case of the Southern Alps, New Zealand. *Current Issues in Tourism*, 16(5), 477-494.
- Pearce, D. G. (2015). Destination management in New Zealand: Structures and functions. *Journal of Destination Marketing & Management*, 4(1), 1-12.
- Pearce, D. G. (2007). Capital city tourism: perspectives from Wellington. *Journal of Travel & Tourism Marketing*, 22(3/4), 7 – 20.
- Pearce, D.G., Tan, R., & Schott, C. (2007). Distribution channels in international markets: a comparative analysis of the distribution of New Zealand tourism in Australia, Great Britain and the USA. *Current Issues in Tourism*, 10(1), 33-60.
- Razzaq, S., Hall, C. M., & Prayag, G. (2016). The capacity of New Zealand to accommodate the halal tourism market—Or not. *Tourism Management Perspectives*, 18, 92-97.
- Schott, C. (2007). Selling Adventure Tourism: A Distribution Channels Perspective. *International Journal of Tourism Research*, 9(4), 257-274.
- Stuart, P., Pearce, D., & Weaver, A. (2005). Tourism Distribution Channels in Peripheral Regions: The Case of Southland, New Zealand. *Tourism Geographies*, 7(3), 235-256.
- Sun, M., Zhang, X., & Ryan, C. (2015). Perceiving tourist destination landscapes through Chinese eyes: The case of South Island, New Zealand. *Tourism Management*, 46, 582-595.
- Weaver, A. (2015). Target markets as working archetypes Classifying consumers at Tourism New Zealand. *Journal of Vacation Marketing*, 21(2), 163-174.

Tourism Strategies

New Zealand Māori Tourism Society (2015) *New Zealand Māori Tourism Action Plan*. Retrieved from <http://www.mbie.govt.nz/info-services/sectors-industries/tourism/supporting-maori-tourism/nz-maori-tourism-and-the-maori-tourism-action-plan>

Tourism Industry Association New Zealand. (2014). *Tourism 2025*. Retrieved from <http://tourism2025.org.nz/>

Additionally, students are strongly encouraged to keep up to date with current affairs especially stories relevant to tourism in New Zealand and New Zealand's image in the world.

Assessment

The Assessment Handbook will apply to all VUW courses - see

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

Assignment	Title	Weight	Due Date
1	Group presentation	10%	Tutorials Weeks 4 and 5, visual material accompanying the presentations must be submitted in week 4; the presentation may take place in week 5.
2	Stakeholder Analysis Report	20%	Thursday 8 September, 12 noon
3	Data Analysis Report	20%	Thursday 29 September, 12 noon
4	Final Examination	50%	Date and time to be advised
	TOTAL	100%	

Assessment 1.

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

As a group of three or four, design a new self-guided walk that showcases an aspect or theme of Wellington's tourism product. Prepare a PowerPoint or Prezi presentation (10-12 minutes) that introduces the walk as a new tourism product to WREDA (Wellington Regional Economic Development Agency, Wellington's Regional Tourism Organisation). Explain the choice of your theme and identify your target market during your presentation. This is a group task with assessment; groups will be formed during Week 2 tutorials. More information about this task will be provided in the first tutorial in Week 2.

Length: 10-12 minutes

Due by: Tutorials Weeks 4 (week starting 1 August), visual material (PPT or Prezi presentation and pictures/maps/handouts) must be submitted to your tutor in Week 4 tutorials; the presentation may take place in Week 5 tutorials.

Assessment 2.

Stakeholder Analysis Report (20%)

Select one of the proposed tourism-related developments listed below and apply the stakeholder framework to explore the diversity of perspectives on whether it should go ahead or not. Inform your examination of the different stakeholder perspectives with academic and non-academics literature. Conclude your report with an overall recommendation whether the proposed project should go ahead. This recommendation should be based on your stakeholder analysis and be supported by a summary of the key points that led you to your recommendation.

- Wellington Movie Museum
- Wellington Convention Centre
- Wellington Airport runway extension

Limit: 2,000 words.

Due by: Thursday 8 September, 12 noon

Assessment 3.

Data Analysis Report (20%)

Using MBIE's Tourism Dashboard compare and contrast Wellington and one other region of New Zealand as a tourist destination. In addition to highlighting trends and changes in recent tourism statistics (2009-2016) you need to support your report with a discussion of reasons/factors for the observed similarities and differences between the two regions. More detail about this assessment and the exact focus of the data analysis report will be provided in Week 7.

Limit: 2,000 words.

Due by: Thursday 29 September, 12 noon

Examinations

This course has a three hour final examination. 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 21st October – Saturday 12th November (inclusive)

ASSESSMENT CRITERIA AND ASSIGNMENT SUBMISSION

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

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

You are expected to prepare **two copies** of each assessment, of which you need to submit one copy to the appropriate assignment box on level 2 of the Murphy building and keep the other copy for your reference; you also need to keep an electronic copy of your work. Please be aware that we do not accept work submitted by email. For detailed guidance on referencing, essay format and other useful information please consult the Guide for Tourism Management Courses 2016.

Referencing of Assessments

There are many different styles of referencing. For Tourism Management courses, please refer to the 2016 version of the Guide to Tourism Management Courses. A copy of this guide is available on Blackboard.

Late Submission

Late assignments are to be handed in at **Level 10 Reception, RH 1022** (Pipitea Campus) during Reception Desk hours, **9am till 5pm Monday to Friday**. An Administrator or Duty Receptionist will stamp the assignment with the date and time. Late assignments that do not have **the time and date and are not signed** by the Administrator for the course or Duty Receptionist, will incur late penalties from the time the Administrator receives it. Assignments left on the Reception Counter, or slid under the door of the Reception office will also incur penalties from the time and date they are recovered. Note that there is no provision to accept assignments on weekends or public holidays.

Penalties

- 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. 20% or 20 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 20 and the assignment receives 50% then one day late means the mark will be out of 18 and the student will receive 50% of 18). **Closed University days, Saturdays, Sundays and public holidays** will be included when counting the number of days late. An assignment late day begins from the time the assignment is due. Assignments received **more than 7 days after the due date** will not be accepted.
- Course Outlines provide a signal to students of forthcoming workload and dates of submission. 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**. All such applications must be made to the Tutorial Coordinator (Luisa Acheson) before the deadline, wherever possible, 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. In appropriate circumstances this can be applied retrospectively.
- Word limits should be adhered to, especially so when they provide a guide to limiting the student's coverage of a topic and the intended assignment work load. You are strongly advised to adhere to the word limit so as to keep your workload at a manageable level. Any material that is above the word limit may not be taken into account by the marker. Your marker will simply stop at the maximum words for the assignment and you will receive the appropriate grade.

Mandatory Course Requirements

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

1. Attend at least eight of ten tutorials - so that they will have the opportunity to develop a deeper understanding of tourism principles in a New Zealand context, as well as enhance their oral communication and teamwork skills.
2. Students must obtain at least 40% in the exam - in order to demonstrate that they have achieved Course Learning Objectives a), b), d) and e) independently of any external assistance

Please contact the Course Coordinator, Dr Christian Schott, if exceptional personal circumstances mean that you are unable to meet the Mandatory Course Requirements.

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 or second lecture, and that person's name and contact details made available to VUWSA, the course coordinator and the class. The class representative provides a communication channel to liaise with the course coordinator on behalf of students.

Communication of Additional Information

Information on course-related matters will be announced in class and posted on Blackboard at <http://blackboard.vuw.ac.nz>. It will be crucial for you to **regularly check Blackboard** (at least 4 times a week) for messages, announcements and materials.

Any leftover handouts from tutorials or lectures will be placed in the TOUR108 pigeonhole on level 2 of Murphy building. Please note that most material will be available from Blackboard and not provided in hardcopy.

Student feedback

Student feedback on University courses may be found at

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

Based on student feedback provided in 2015 parts of the course as well as selected learning tasks have been revised for 2016.

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.
