

TOUR3004: Strategic Management for Tourism 2023



MISSION: Our mission is to advance responsible and impactful business knowledge. To achieve our mission, we develop life ready graduates and build global and local partnerships through ethical and innovative practices.

OVERVIEW

Course Description	This course requires students to apply the knowledge and skills they have developed throughout the tourism major to a contemporary management challenge in specialised sectors of the tourism industry. Students will work in groups to focus on a project that explores the intersections of broad (e.g. events, hospitality, transport) and specialised (e.g. adventure tourism, indigenous tourism, volunteer tourism) sectors of tourism and the professional perspectives of their intended career paths (e.g. policy and planning, marketing, management). This course engages a problem-based approach to develop knowledge of management challenges and to critically explore pathways to formulating strategies in 'real-world' tourism management contexts. This course draws on career development and leadership theories, and the principles of personal and corporate social responsibility to enable students to defend and justify their decision-making in tourism management leadership contexts.
Contact Hours	Integrated Learning Session Face to Face On Campus 2 hour(s) per Week for Full Term Students are expected to complete 4 hours of guided learning via online preparation, lectures, interactive workshops, tutorials, discussion groups or self-directed learning and an additional 6 hours of independent study per week.
Unit Weighting	10
Assumed Knowledge	LEIS1000 Leisure and Tourism Behaviour and TOUR2003 Tourism and Sustainability
Workload	Students are required to spend on average 120-140 hours of effort (contact and non-contact) including assessments per 10 unit course.
Please refer to the course CANVAS site for details of teaching staff for ALL course offerings. The primary contact for courses is the Course Coordinator, whose details are listed on the course CANVAS site.	
Student Consultation	A minimum of 1 hour of consultation per week. Please see course CANVAS site for details of time and location.
Course Learning Outcomes	On successful completion of this course, students will be able to: <ol style="list-style-type: none">1. Demonstrate critical thinking skills in analysing theoretical and applied perspectives of tourism management leadership and decision-making;2. Analyse problems and develop managerial solutions to tourism management challenges within specialised sectors of the tourism industry at both national and international levels;3. Demonstrate an awareness of various stakeholders and varying managerial perspectives associated with contemporary tourism management;4. Formulate appropriate plans and strategies for addressing tourism management issues;5. Communicate knowledge of tourism management in both written and verbal formats; and6. Demonstrate a capacity to work effectively in a team.

COURSE OUTLINE

www.newcastle.edu.au

CRICOS Provider
00109J

ASSESSMENT DETAILS

This course has 3 assessments. Each assessment is described in more detail in the sections below:

	Assessment Name	Due Date	Involvement	Weighting	Learning Outcomes
1	Student Seminar Series	Designated Workshop in Weeks 4, 5, 6, 8, 9 or 10	Individual	20%	2, 3, 5
2	Case Study Analysis	Week 9, Friday by 11:59 pm	Individual	30%	1, 2, 3, 5
3	Group Project	Written Report: Week 12 Friday by 11:59 pm Oral Presentation: in Class Week 13	Group	50%	1, 2, 3, 4, 5, 6

Please note: students are advised that all assessments must be submitted in English. Assessment items not submitted in English will receive a mark of zero.

Results of individual assessment items and final results, including those provided via the Learning Management System (LMS) are 'unofficial results' until they are confirmed as finalised by the School Assessment Body and the Head of School or delegate. Finalised results are released directly to students on the Fully Graded Date of the relevant Semester/Trimester.

Time referenced is time in Newcastle NSW

Late Submissions	The mark for an assessment item submitted after the designated time on the due date, without an approved extension of time, will be reduced by 10% of the possible maximum mark for that assessment item for each day or part day that the assessment item is late. Note: this applies equally to week and weekend days.
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Assessment 1 – Student Seminar Series

Assessment Type Purpose

Student Seminar Series - INDIVIDUALLY ASSESSED

To achieve the following course outcomes: Analyse problems and develop managerial solutions to tourism management challenges within specialised sectors of the tourism industry at both national and international levels; Demonstrate an awareness of various stakeholders and varying managerial perspectives associated with contemporary tourism management; Communicate knowledge of tourism management in both written and verbal formats;

Description

Students will work in a team but are graded individually, each student is expected contribute an equal share to the overall task in leading the discussion in the seminar and presenting Step 2 (below). Students to choose a weekly workshop and **the topic of that workshop** will be the basis for your task. The selection of a presentation week will be in Week 2. There are 3 parts to this assessment task:

1. Students are to prepare comprehensive answers to the workshop questions set for that week. The task will be to lead the student discussion of the topic, based on their prepared answers. Students are not expected to 'report' the answers but engage in workshop discussion.
2. Students are to select a Tourism, Hospitality, Leisure or Event firm to analyse according to the topic of that week and apply theoretical concepts, definitions or other content for that week to analyse this firm. Students will identify a major issue that the identified THE firms selected experience in relation to the topic. Students will communicate their findings in a short presentation to the class. (10 min)

Students are to submit an INDIVIDUAL written document which includes the detail of Steps 1 and 2 and submit this document online through *Turnitin* by the due date.

Weighting Length

20%
Face to face students: 30 minutes
Written work 1500 words

Due Date

Oral Presentation: To be delivered in designated workshop in Weeks 4, 5, 6, 8, 9 or 10.
Written work to be submitted on the Friday by 11:59 pm in the designated workshop week.

Submission Method Assessment Criteria

In Class and Turnitin
Knowledge and understanding of the questions and relevant concepts, terms and theories

Return Method Feedback Provided

Online via - Turnitin
In class and on rubric

Assessment 2 - Case Study Analysis

Assessment Type	Individual
Purpose	The purpose of this assessment is to assess student knowledge of strategic management principles and practices that have been covered in this course and student ability to apply them to tourism, hospitality or events firms. Students are to apply critical thinking and engage closely with course materials and course content in analysing the case study. Managers of tourism, hospitality and events firms must be aware of the distinctive characteristics of these sectors and the managerial implications of these characteristics. Learning outcomes include: Demonstrate critical thinking skills in analysing theoretical and applied perspectives of tourism management leadership and decision-making; Analyse problems and develop managerial solutions to tourism management challenges within specialised sectors of the tourism industry at both national and international levels; Demonstrate an awareness of various stakeholders and varying managerial perspectives associated with contemporary tourism management; Communicate knowledge of tourism management in both written and verbal formats.
Description	<p>Students will select a case study from a list supplied for the purposes of this assignment. Cases that cover various facets of tourism, hospitality and events management provide an illustration of the specific strategic management challenges that managers face in these contexts. Students are to exercise “close reading” of the case study. This will involve the study of the material, reading the case several times, taking notes and relating these notes to course materials. Case studies appear in Part 6 of your textbook Evans, N. (2019) <i>Strategic Management in Tourism, Hospitality and Events</i>. Students are expected to review course content for each week and assess how they can relate this content to the case study you have selected to analyse. Students should position this paper as written from the perspective of a manager, consultant or advisor of the firm.</p> <p>In considering cases students are expected to go beyond merely describing the circumstances of the case. The case method requires you to analyse the cases in detail, develop reasoned judgments that will lead to recommendations being made. The analysis of the case should be based upon the facts of the case, sound and logical reasoning and the <i>application of strategic principles, theories and concepts from the academic literature</i>. Students must identify the central issues of this case. In doing so, students must organise the facts of the case and evidence an investigation into the wider sector to position the firm. Students are to apply strategic marketing concepts and principles as they are presented in this course. Students should seek out linkages in the case material to demonstrate that they understand the complexities of the case. Finally, in the discussion students <i>should add value</i> to the case through the analysis through linking ideas, incorporating new knowledge and/or applying strategic marketing principles. Value adding is developing an insight into the complexities of the case and the sector in which it is positioned.</p> <p>Further instructions about this assessment task will be discussed in class and are available on CANVAS.</p>
Weighting	30%
Length	Written (2000 words)
Due Date	Week 9, Friday by 11:59 pm
Submission Method	Online – via Turnitin
Assessment Criteria	A breakdown of these criteria is available on CANVAS in the Rubric for this assessment item.
Return Method	Online
Feedback Provided	Online – Rubric via Turnitin

Assessment 3 - Group Project

Assessment Type	Written Report and Presentation
Purpose	The purpose of this research assessment is to assess student understanding of the processes of strategic management principles in tourism sectors and the ability to apply them in context. Students will draw from their knowledge gained in courses undertaken for their major and bring them together with a strategic management focus. Students will demonstrate their ability to apply critical thinking skills in analysing theoretical and applied perspectives of tourism management leadership and decision-making, formulate appropriate plans and strategies for addressing tourism management issues, communicate knowledge of tourism management in both written and verbal formats, and

Description	<p>demonstrate a capacity to work effectively in a team.</p> <p>Students will work in a team or small group of 3 to prepare a Strategic Management Plan for a tourism, hospitality or events firm. Students are to develop an idea for a new business enterprise or an existing business realignment in a tourism sector of their choice and develop a strategic management plan to guide decision making and launch the firm in the marketplace. In developing the business idea, students should explore niche business opportunities in the sector. As this is a CRITICAL ANALYSIS paper, students are to analyse the case in terms of positive and negative aspects. To look at the strengths and weaknesses in addressing the opportunities and challenges this new firm would face.</p> <p>Timeframe:</p> <p>Week 4: Forming of Groups</p> <p>Week 6: Draft preliminary framework for the report due in the Workshop</p> <p>Week 12: Report Due</p> <p>Week 13: Group Presentation</p> <p>In Week 13 Groups will present an overview of their submission in the workshop. Presentations to be 15 minutes + 5 minutes question time.</p> <p>Report:</p> <ul style="list-style-type: none"> • Must consider the realities of available resources, logistics, and time constraints in collecting your data and not leave this until the last minute. The group must compile this report over the semester. • Must include in the discussion relevant concepts, theories and models used to analyse Tourism. These may or may not be directly addressed in this course, but could be drawn from other tourism studies courses you have undertaken, or to result from your research. • Must consult and refer to your readings and at least eight (8) tourism discipline related academic sources, with additional relevant secondary sources (e.g., newspaper articles, government publications, industry publications, travel statistics, tourism trend data etc.) that are related to your discussion. • Must engage with course materials to demonstrate your understanding of important concepts. <p>Group Presentation:</p> <ul style="list-style-type: none"> • 15-minute visual and oral presentation which provides an overview of your report will be delivered in a designated Workshop in Week 13 to be advised for your group. • 5-minute question time will follow the presentation to answer questions posed by the audience. • All group members must be involved in delivering the presentation. • You may include a PowerPoint or other software to design the presentation. • Students who are not part of a presentation will be required to submit a feedback sheet based on their experience of each group presentation. The feedback template to be supplied. <p>Further instructions about this assessment task will be discussed in class and is available on CANVAS.</p> <p>Weighting 50% (40% Written, 10% Presentation)</p> <p>Length 4000 words</p> <p>Due Date Written Report: Friday of Week 12 by 11:59 pm Oral Presentation: Week 13 in Class</p> <p>Submission Method Online – via Turnitin</p> <p>Assessment Criteria Meeting the criteria of the assignment Critical analysis of the issue as it affects tourism sectors Global, cultural and ethical awareness Engagement with concepts & theory; extent of scholarly research Structure and mechanics of report writing See Rubric for this assessment task posted on CANVAS</p> <p>Return Method Online</p> <p>Feedback Provided Online: Online - Rubric - Electronically through Turnitin</p>
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SYLLABUS

Course Content

Topics in the course include but are not limited to the following:

1. Critical issues in global tourism management
2. Addressing management challenges
3. Ethical leadership in tourism management
4. Tourism futures and challenging environments

Course Materials

Required Text:

Evans, N. (2019). *Strategic Management for Tourism, Hospitality and Events*.
Routledge.

ISBN: 9781138345942

Please refer to the course CANVAS site for details of additional recommended texts.

SCHEDULE

Week	Topic	Class Preparation	Workshop Activities
1	Strategy for Tourism, Hospitality and Events Part 1	Chapter 1: Strategy and Strategic objectives for tourism, hospitality and event organisations	Overview of the course; Discussion on Course Expectations Discussion of set reading and set questions. Completion of workshop activities
2	Strategy for Tourism, Hospitality and Events Part 2	Chapter 2: Introduction to strategy for tourism, hospitality and Events	Overview of content. Discussion of set reading and set questions. Completion of workshop activities. Forming teams for Student Seminar Series (Assessment 1)
3	The internal environment: the operational context	Chapter 3: Tourism, hospitality and event organisations – the operational context	Overview of content. Discussion of set reading and set questions. Completion of workshop activities.
4	The internal environment: the human resources context	Chapter 4: Tourism, hospitality and event organisations – the human resources context	Overview of content. Discussion of set reading and set questions <ul style="list-style-type: none"> Week 4: Assessment 1 Student Seminar Discussion Topic Forming of teams for Group Project (Assessment 3)
5	The internal environment: the financial context	Chapter 5: Tourism, hospitality and event organisations – the financial context	Overview of content. Discussion of set reading and set questions. <ul style="list-style-type: none"> Week 5: Assessment 1 Student Seminar Discussion Topic
6	The internal environment: the products and markets context	Chapter 6: Tourism, hospitality and event organisations – the financial context	Overview of content; Student Seminar guided discussion of set readings, questions & activities. <ul style="list-style-type: none"> Week 6: Assessment 1 Student Seminar Discussion Topic. Framework for Assessment 3 Group Project Due
7	The External Environment: Macro	Chapter 7: The External environment for tourism, hospitality and event organisations – the macro context	Overview of content; discussion of set readings, questions & activities. Assessment 2 Workshop
8	The External Environment: Micro	Chapter 8: The External environment for tourism, hospitality and event organisations – the micro context	Overview of content; Student Seminar guided discussion of set readings, questions & activities. <ul style="list-style-type: none"> Week 8: Assessment 1 Student Workshop Discussion Topic
9	SWOT for Tourism, hospitality and event organisations	Chapter 9: SWOT analysis for tourism, hospitality and event organisations	Overview of content; discussion of set readings, questions & activities. <ul style="list-style-type: none"> Week 9: Assessment 1 Student Workshop Seminar Topic Assessment 2 Case Study Analysis Due: Friday by 11:59 PM
10	Strategic Directions	Chapter 10: Competitive advantage and strategic direction for tourism, hospitality and event organisations	Overview of content; discussion of set readings, questions & activities. Week 10: Assessment 1 Student Workshop Discussion Topic
11	Strategic Methods	Chapter 11: Strategic methods for tourism, hospitality and event organisations	Overview of content; Student Seminar guided discussion of set readings, questions & activities. Student consultations for Group Report.

12	Strategic Evaluation	Chapter 12: Strategic evaluation and selection for tourism, hospitality and event organisations	Assessment 3 Due: Written Report – Friday by 11:59 pm
13	Student Presentations	Group Presentations	Assessment 3 Due: Group Presentation - in class

If a lecture/class is scheduled on a public holiday, a make-up lecture may be announced by the course coordinator on the course CANVAS site

CONTACTS

School Offices

Newcastle Business School – Callaghan, Newcastle City & Online

NU Space
409 Hunter Street
Newcastle
nbs.enquiries@newcastle.edu.au
+61 2 4921 5511

Newcastle Business School - Ourimbah

BO1.13, Business Offices
Ourimbah
cccbusiness-school@newcastle.edu.au
+61 2 4349 4453

Newcastle Business School - Sydney

55 Elizabeth Street
Sydney
nbs-sydney@newcastle.edu.au
+61 2 82626432

PSB Academy Enquiries

Log your question or request to the PSB Program Executives at the following website:
<http://www.psb-academy.edu.sg/enq>
+65 6390 9000

Newcastle Australia Institute of Higher Education Pte Ltd

100 Victoria Street #13-01/02
National Library Building
Singapore
Singapore-StudentCentral@newcastle.edu.au
+65 6221 3306

ADDITIONAL INFORMATION

Grading Scheme

This course is graded as follows:

Range of Marks	Grade	Description
85-100	High Distinction (HD)	Outstanding standard indicating comprehensive knowledge and understanding of the relevant materials; demonstration of an outstanding level of academic achievement; mastery of skills*; and achievement of all assessment objectives.
75-84	Distinction (D)	Excellent standard indicating a very high level of knowledge and understanding of the relevant materials; demonstration of a very high level of academic ability; sound development of skills*; and achievement of all assessment objectives.
65-74	Credit (C)	Good standard indicating a high level of knowledge and understanding of the relevant materials; demonstration of a high level of academic achievement; reasonable development of skills*; and achievement of all learning outcomes.
50-64	Pass (P)	Satisfactory standard indicating an adequate knowledge and understanding of the relevant materials; demonstration of an adequate level of academic achievement; satisfactory development of skills*; and achievement of all learning outcomes.
0-49	Fail (FF)	Failure to satisfactorily achieve learning outcomes. If all compulsory course components are not completed the mark will be zero. A fail grade may also be awarded following disciplinary action.

*Skills are those identified for the purposes of assessment task(s).

Communication Methods	<p>Communication methods used in this course include:</p> <ul style="list-style-type: none"> - CANVAS Course Site: Students will receive communications via the posting of content or announcements on the CANVAS course site. - Email: Students will receive communications via their student email account. - Face to Face: Communication will be provided via face to face meetings or supervision.
Course Evaluation	Each year feedback is sought from students and other stakeholders about the courses offered in the University for the purposes of identifying areas of excellence and potential improvement.
Oral Interviews	As part of the evaluation process of any assessment item in this course an oral examination may be conducted. The purpose of the oral examination is to verify the authorship of the material submitted in response to the assessment task. The oral examination will be conducted in accordance with the principles set out in the <u>Oral Examination Guidelines</u> . In cases where the oral examination reveals the assessment item may not be the student's own work the case will be dealt with under the <u>Student Conduct Rule</u> .
Academic Misconduct	All students are required to meet the academic integrity standards of the University. These standards reinforce the importance of integrity and honesty in an academic environment. Academic Integrity policies apply to all students of the University in all modes of study and in all locations. For the Student Academic Integrity Policy, refer to https://policies.newcastle.edu.au/document/view-current.php?id=35 .
Adverse Circumstances	<p>The University acknowledges the right of students to seek consideration for the impact of allowable adverse circumstances that may affect their performance in assessment item(s). Applications for special consideration due to adverse circumstances will be made using the online Adverse Circumstances system where:</p> <ol style="list-style-type: none"> 1. the assessment item is a major assessment item; or 2. the assessment item is a minor assessment item and the Course Co-ordinator has specified in the Course Outline that students may apply the online Adverse Circumstances system; 3. you are requesting a change of placement; or 4. the course has a compulsory attendance requirement. <p>Before applying you must refer to the Adverse Circumstances Affecting Assessment Items Procedure available at: https://policies.newcastle.edu.au/document/view-current.php?id=236</p>
Important Policy Information	The 'HELP for Students' tab in UoNline contains important information that all students should be familiar with, including various systems, policies and procedures.

This course outline was approved by the Head of School. No alteration of this course outline is permitted without Head of School approval. If a change is approved, students will be notified and an amended course outline will be provided in the same manner as the original.

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