SERV4003

Strategic Management in Tourism & Hospitality

COURSE OUTLINE
SEMESTER 2, 2011

PART A: COURSE SPECIFIC INFORMATION
Dear Students,

Welcome to your studies in SERV4003 Strategic Management in Tourism & Hospitality. I hope that you will enjoy the course and am confident you will build on the firm foundation of tourism and hospitality knowledge you already have gained from the SERV degree program. My hope is that you will grow in the participatory approach in class and successfully meet the various challenges you will experience along the way. Over time – I anticipate and indeed encourage your mature contribution as you prepare for graduation and graduate entry into the workforce. We are together embarking on a great learning journey!

To maximise your benefit from the course experience, it is essential that you understand the course requirements, content, teaching methods, assessment tasks, texts, readings and general expectations. It is a good idea also to read the course outline carefully before the first session. It is designed to equip you with as much information as possible from the start of your course, so that you will know what to expect and also what UNSW expects of you to fulfil course requirements satisfactorily. If you have any questions, please feel free to contact me.
I look forward to our journey into the domain of strategic management for international tourism and hospitality.

Nina Mistilis
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PART A. COURSE SPECIFIC INFORMATION

Note: This course outline needs to be read in conjunction with Part B, which contains essential information on key policies, student responsibilities, special consideration and student resources.

1. STAFF CONTACT DETAILS

<table>
<thead>
<tr>
<th>Position</th>
<th>Name</th>
<th>Email</th>
<th>Availability; times and location</th>
<th>Phone</th>
</tr>
</thead>
<tbody>
<tr>
<td>Lecturer-in-charge &amp; Lecturer/tutor</td>
<td>DR NINA MISTILIS</td>
<td><a href="mailto:n.mistilis@unsw.edu.au">n.mistilis@unsw.edu.au</a></td>
<td>Tuesday 1530-1730 hours</td>
<td>9385</td>
</tr>
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<td></td>
<td></td>
<td></td>
<td></td>
<td>2639</td>
</tr>
</tbody>
</table>

2. COURSE DETAILS

2.1. Teaching Times and Locations
Lecture Tuesday 1000-1130 (ElecEng418); and
Tutorial Tuesday 1130-1300 hrs (ElecEng418); or 1300-1430 hrs (Electrical Eng 418)

2.2. Units of Credit
The UOC value for the course is six units of credit

2.3. Summary of Course
The course examines application of tourism and hospitality strategic management concepts and practice to the operation of key organisations in various to tourism and hospitality sectors. It aims to provide you with advanced skills and knowledge necessary for swift critical analysis and sound managerial decision-making in the context of the challenges in these exciting, rapidly expanding industries. Tourism and hospitality managers are in short supply globally and the various industry sectors welcome the entry into the workforce of well qualified, strategic thinking graduates.

2.4. Course Aims and Relationship to Other Courses
The key focus of this course is on strategic management in tourism and hospitality firms and organisations internationally. It encourages creative strategic management problem solving in preparation for your graduate entry into the workforce.

The course introduces you key concepts associated with tourism and hospitality strategic management and the practical experience of analysis in, and application to, global contemporary case studies. The areas of study in the course include an approach to the case study method using the case method of analysis linked to classical strategic management tools for international tourism and hospitality management.

After a revision of tourism fundamentals which sets the context of the topic, there are six specific course topics beginning with an introduction to the case method and the strategic management process. This is followed by a detailed focus on the seven steps case method linked with the three stages of strategic management.

2.5. Student Learning Outcomes
By the end of this course, you should be able to:

1. demonstrate the skills to appropriately locate, evaluate and use relevant information related to particular cases in tourism and hospitality strategic management;
2. apply superior skills in written, electronic and oral communication individually and for your team and group in the academic environments and for business environments;
3. develop superior capacity for analytical and critical thinking and for creative problem-solving in tourism and hospitality strategic management;
4. develop an advanced ability to engage in independent and reflective learning;
5. apply advanced skills required for complex collaborative work in your team and group along with a multidisciplinary approach (finance and accounting, marketing, economics, HR) to tourism and hospitality strategic management; and
6. apply the conceptual tools of case method to a wide variety of international tourism and hospitality organisations and enterprises, including the ability to diagnose problems and evaluate and propose feasible solutions for competitive advantage.

ASB Graduate Attributes

This course contributes to your development of the following Australian School of Business Graduate Attributes, which are the qualities, skills and understandings we want you to have by the completion of your degree.

<table>
<thead>
<tr>
<th>Learning Outcomes</th>
<th>ASB Graduate Attributes</th>
</tr>
</thead>
<tbody>
<tr>
<td>3, 5, 6</td>
<td>Critical thinking and problem solving</td>
</tr>
<tr>
<td>2</td>
<td>Communication</td>
</tr>
<tr>
<td>5</td>
<td>Teamwork and leadership</td>
</tr>
<tr>
<td>6</td>
<td>Social, ethical and global perspectives</td>
</tr>
<tr>
<td>1, 6</td>
<td>In-depth engagement with relevant disciplinary knowledge</td>
</tr>
<tr>
<td>2</td>
<td>Professional skills</td>
</tr>
</tbody>
</table>

More information on the ASB Graduate Attributes and how they align with the UNSW Graduate Attributes (2010) is available on the ASB website (Learning and Teaching >Graduate Attributes).

3. LEARNING AND TEACHING ACTIVITIES

3.1. Approach to Learning and Teaching in the Course

The mix of teaching strategies aims to develop skills (personal and academic) and knowledge associated with the objectives of the course. The delivery is student centred with readings and other preparation for class each week.

At university and especially in a fourth year class, the focus for learning is your self-directed search for knowledge and skills development. Classes, readings, assignments and other resources are all provided to facilitate and enhance this process. To prepare for the course, each week you need to:

- Prepare yourself through the weekly readings
- Work through the questions and answers provided
- Download the weekly lecture notes from the course Vista site
- Be ready to participate in class discussions, group work and other tasks.

It’s up to you to balance your commitments to ensure you perform well in each part of the course: preparing for classes, completing assignments, studying for the exam and of course seeking assistance or extra work to extend and clarify your knowledge and understanding. It’s a good idea to choose an approach that best suits your learning style and goals. Questions in and for class are provided to guide your learning process.
3.2. Learning Activities and Teaching Strategies
The course outlines Part A and Part B are available on the course website which is accessible through Blackboard or through the School of Marketing website. The lecture notes for week one will be handed out in the lecture; for all other weeks they will be placed on the UNSW Web by close of business (COB) each Friday. Additional reference material on the topics may be advised or handed out to you during the semester. You are advised to prepare for each topic by completing the readings and tasks listed for the week and to participate fully in informed discussion during class.

The course consists of lectures and tutorials. During the lecture, theories and other relevant information will be expounded by the lecturer. Expert industry visitors also give presentations and the course involves experiential learning with them, debating 'live' issues. As the course emphasises interactive learning, you are encouraged to participate by commenting on any concept or interest of concern, or by thoughtful querying of any contention. However, major discussions take place during the tutorials, where you will also present your research outcomes. The tutorials encourage a more relaxed and applied analysis of the topic through set tasks and group work, thereby facilitating your deep learning.

The teaching rationale is that you should take control of your academic and personal development. This in turn leads to increased confidence in your learning ability, critical analysis and problem solving, thus preparing you for your future management roles in the tourism or hospitality workforce. Main discussion points of the cases may not be included in lecture notes as typically the collective class approach throws up many interesting case 'angles', views and analyses which may be pertinent and examinable.

4. ASSESSMENT

4.1. Formal Requirements
In order to pass this course, you must:
1. achieve a composite mark of at least 50; and
2. make a satisfactory attempt at all assessment tasks (see below).

4.2. Assessment Details

<table>
<thead>
<tr>
<th>Assessment Task</th>
<th>Weighting</th>
<th>Learning Outcomes assessed</th>
<th>ASB Graduate Attributes assessed</th>
<th>Length</th>
<th>Due Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Individual exercise</td>
<td>40%</td>
<td>2, 5</td>
<td>1, 2, 3, 5</td>
<td>2,000 words</td>
<td>Friday Week 7</td>
</tr>
<tr>
<td>2. Reflective Report</td>
<td>10%</td>
<td>1, 2, 4, 5</td>
<td>1, 2, 4, 5</td>
<td>500 words</td>
<td>Friday Week 10</td>
</tr>
<tr>
<td>3. Participation</td>
<td>15%</td>
<td>1, 2, 3,</td>
<td>1, 3, 6</td>
<td>N/A</td>
<td>Ongoing</td>
</tr>
<tr>
<td>5. Exam</td>
<td>45%</td>
<td>1, 2, 4, 5</td>
<td>1, 2, 4, 5</td>
<td>N/A</td>
<td>Exam period</td>
</tr>
</tbody>
</table>

SERV4003-11 – Strategic Management in Tourism & Hospitality 6
Assessment Format

Assessment 1 – individual exercise in applying the case method = 40%

<table>
<thead>
<tr>
<th>Topic:</th>
<th>individual exercise in applying the case method to the assigned case (text case study 1: Ocean Park : in the Face of Competition from Hong Kong Disneyland)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Length:</td>
<td>2000 words</td>
</tr>
<tr>
<td>Date Due:</td>
<td>0945hrs Friday wk 7</td>
</tr>
</tbody>
</table>

This is an individual assignment. You will apply the case study method steps one to four linked to the stages I-IV strategic management tools to your case – text case 1, Ocean Park: in the Face of Competition from Hong Kong Disneyland (1500 words; you can use dot points in the ‘understanding the situation’ section. You will also attempt to identify briefly possible solutions (up to 500 words).

The exercise aims to:

- build the foundation of your ability to read, understand and dissect a case;
- develop the ability to decide what information is needed, to extract clues and have an idea as to what to pursue further in the case analysis;
- identify possible solutions to the problems

The Case method & strategic management

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>understanding the situation</td>
<td>I, II</td>
<td>Introduction; context,</td>
</tr>
<tr>
<td>2</td>
<td>(Diagnosing problem areas)</td>
<td>(III)</td>
<td>内容; process)</td>
</tr>
<tr>
<td>3</td>
<td>generating alternate solutions</td>
<td>IV</td>
<td>The strategy process</td>
</tr>
<tr>
<td>4</td>
<td>predicting outcomes</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

This exercise will take you much time to do. You need to dissect the case, using the strategic management tools we will have almost covered; need also historical analysis of events

Step 1 is the basis for step 2 – diagnosing problem; on these two steps rests your case analysis, from which you build solutions etc – so they are of paramount importance

Understanding the main factors governing level of performance of business:

Context – industry, organisation
This involves, as ‘understanding the situation’ (Easton) suggests, massive information gathering and evaluation work.

The basis is information – your ability to decide what information is important or missing, to extract clues, collate, and prioritize. Importantly – you need to recognize that data do not become information unless they are relevant and meaningful - here to your analysis.

You can use the SM tools to guide this to the outcome.

Construct a history and the historical context – then the aftermath – this will guide you to diagnosing problem areas- the next step in case analysis.

So you can include in your assignment three parts:

1. Brief introduction
2. Case method step one - Understanding the situation; diagnosing (one main) problem area; (two) solutions –
   i. History & historical context
   ii. Application to the case strategic management tools – industry & organizational context
   iii. Diagnosis of one main problem area indicated from above analysis
   iv. Identification of two solutions to the problem
3. Brief Conclusions

2. Assessment 2– reflective journal – 10% -Friday Wk11

Reflective Report – internship or case
See Appendix for assessment criteria

3. Assessment3 - class participation – 15%

You will be placed by NM into groups of about five students and work within them for the tutorial for about four weeks, then groups will be changed. This is intended to develop your skills in working with different people. You are encouraged to draw on personal tourism experience to illustrate, apply, explore and discuss a point, developing the ability to locate it within some theoretical framework. Participation is through informed discussion and critical analysis; it is ongoing in all classes.

4. Assessment 4 – exam- 45%

Topic: All topics weeks 1-12; format:
- Multiple choice 30 %
- Short answer – choose three questions out of four 15% (5 + 5+5)

Length: two hours long
Date : exam period

The questions will test application of knowledge and critical analysis as well as problem solving in tourism and hospitality strategic management. It will include multiple choice (30%) and short answers (15%). The marking criteria include your demonstrated deep understanding and application of the case method.

5.1. Assignment Submission Procedure

All assignments are to be submitted to the School of Marketing drop box, located on level three of the South Wing QUAD Building, at the entrance hallway to the School of Marketing.
Assignments should be typed with wide margins and single line spacing, 11 or 12 font and include a title page with course name, your name and id and assignment title as well as headings as appropriate. The disclaimer form and also for group projects the appropriate signed student contribution sheet (Appendix C) must be signed and included – otherwise marks will not be recorded.
Assignments should generally be guided by and conform to the material in the School of Marketing Guide to Presentation of Assignments which is accessed on the School website and also loaded for your course in the Blackboard OtherStuff folder

5.2. Late Submission

Information about late submission of assignments, including penalties, is available on the School of Marketing’s website
Due times and dates for submission of assignments is strict and failing to meet the deadline – even by a few minutes – will be penalized. Any special consideration for delayed submission due to illness or misadventure must be flagged to the course coordinator before the due date. UNSW assessment policy:

Quality Assurance

The ASB is actively monitoring student learning and quality of the student experience in all its programs. A random selection of completed assessment tasks may be used for quality assurance, such as to determine the
extent to which program learning goals are being achieved. The information is required for accreditation purposes, and aggregated findings will be used to inform changes aimed at improving the quality of ASB programs. All material used for such processes will be treated as confidential and will not be related to course grades.

6. COURSE EVALUATION AND DEVELOPMENT

Each year feedback is sought from students about the courses offered in the School and continual improvements are made based on this feedback. In this course, we will seek your feedback through end of semester CATEI evaluations. Previous student feedback indicated wanted indepth analysis of one case and clearer assignment guidelines. As a result of this feedback, assignments have been modified and clear guidelines stated. Also they will be very fully discussed in lecture one where any clarifications can be made, agreed and then posted on the WEB

7. COURSE RESOURCES

Texts (available for purchase in the UNSW bookshop)

Study Kit Mistilis, N. (2011) SERV4003 contents accessed online through Library:

Other that you access from UNSW library online:

The following 6 electronic resources are available in library database.


Newspapers and magazines:
The Age
Asian Wall Street Journal
The Australian
Australian Financial Review
The Bulletin
Business Review Weekly
The Economist
Far Eastern Economic Review
Sydney Morning Herald
Time magazine

Other reference material held in library

Church, A. Coles, T. (editors) (2007) Tourism, power, and space. New York: Routledge,
Mak, James. (2003) Tourism and the economy. Honolulu, HI: University of Hawai'i Press,
Lynn Van Der Wagen, Anne Goonetilleke Hospitality management: strategy and operations. 2nd ed. Pearson Education Australia, 2007: Frenchs Forest, N.S.W.


**Recommended Internet sites**

World Tourism Organisation (WTO) nb Australia is a member

http://www.world-tourism.org/

World Travel and Tourism Council (WTTC)

http://www.wttc.org

Pacific Asia Travel Association (PATA) nb

http://www.pata.org

Australian Bureau of Statistics


Tourism Australia

http://www.tourism.australia.com/

TRA Tourism Research Australia

www.tra.australia.com/

Office of national tourism

www.tourism.gov.au/

Travel and Tourism Intelligence

Tourism related journals (* journals held in the UNSW library)

*Annals of Tourism Research S338.479105/3

*Australian Journal of Hospitality Management S657.9494005/1

*Bureau of Tourism Research Publications SQ647.9494005/2

* Cornell hotel and restaurant administration quarterly SQ647.9405/5

Events Management

*Hospitality research journal: the professional journal of the Council on Hotel, Restaurant, and Institutional Education S647.9405/4

*Hospitality & tourism educator / Council on Hotel, Restaurant & Institutional Education SQ647.9405/7

Information Technology & Tourism

International Journal of Tourism Research

*International journal of hospitality management SEJ647.9405/3

*International Journal of Contemporary Hospitality Management SQ647.9406805/1

Journal of Convention and Exhibition Management

* Journal of sustainable tourism S338.479105/15

*Journal of Leisure Research S790.07205/2

*Journal of Tourism Studies S338.479105/2

*Journal of Travel & Tourism Marketing S338.479105/24

*Journal of Travel Research SQ338.479105/5

* Leisure management. SQ790.06905/2

Tourism, Culture & Communication

*Tourism Economics S338.479105/25

*Tourism Management SEJ338.4791005/1

* Union news Hospitality & leisure SQ331.881105/10

**8. COURSE SCHEDULE**
<table>
<thead>
<tr>
<th>WEEK BEG.</th>
<th>WK NO.</th>
<th>LECTURE TOPIC/CONTENT</th>
<th>TUTORIAL TOPIC/CONTENT</th>
<th>READINGS</th>
<th>LECTURER</th>
</tr>
</thead>
<tbody>
<tr>
<td>18 July 1</td>
<td>1</td>
<td>Welcome to the course and course overview; Preparation for graduate employment</td>
<td>NO TUTORIAL THIS WEEK</td>
<td>TEXT CH1, Easton (1992)</td>
<td>DR MISTILIS</td>
</tr>
<tr>
<td></td>
<td></td>
<td>PART I: INTRODUCTION TO STRATEGY – INTRODUCTION TO STRATEGIC MANAGEMENT:</td>
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<tr>
<td></td>
<td></td>
<td>• Text chapter outline of study for strategic management</td>
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<tr>
<td></td>
<td></td>
<td>• Introduction to strategic management</td>
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<tr>
<td>25 July 2</td>
<td>2</td>
<td>PART I: INTRODUCTION TO STRATEGY - THE CASE METHOD</td>
<td>TEXT CASE 1 Applying the case study method, step one to Text case 1</td>
<td>TEXT CH2 TEXT CASE 1</td>
<td>DR MISTILIS</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Strategic management in H&amp;T</td>
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<tr>
<td></td>
<td></td>
<td>• The case study method</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1 Aug 3</td>
<td>3</td>
<td>PART II: STRATEGY CONTEXT - THE H&amp;T INDUSTRY CONTEXT</td>
<td>Applying the case study method, step one &amp; stage one</td>
<td>TEXT CH 3 TEXT CASE 1contd</td>
<td>DR MISTILIS</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Feedback - discussion of assignment</td>
<td>Text case 2</td>
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<tr>
<td></td>
<td></td>
<td>Your short course evaluation</td>
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<tr>
<td>WEEK BEG.</td>
<td>WK NO.</td>
<td>LECTURE TOPIC/CONTENT</td>
<td>TUTORIAL TOPIC/CONTENT</td>
<td>READINGS</td>
<td>LECTURER</td>
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<tr>
<td>8Aug</td>
<td>4</td>
<td>PART II: STRATEGY CONTEXT- THE ORGANISATIONAL CONTEXT</td>
<td>Text case 3 Applying the case study method, step one&amp; two</td>
<td>TEXT CH 4 TEXT CASE 2</td>
<td>DR MISTILIS</td>
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<tr>
<td></td>
<td></td>
<td>\ Feedback -</td>
<td></td>
<td></td>
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<tr>
<td>15Aug</td>
<td>5</td>
<td>PART III: STRATEGY CONTENT- BUSINESS &amp; CORPORATE LEVEL STRATEGIES</td>
<td>Case Study – tourism organizations – Applying the case study method, step one to four</td>
<td>TEXT CH 5, 6 Egger and Buhalis (2008); Spain; Tanzania PLUS WEB</td>
<td>DR MISTILIS</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Case Study – tourism organizations – Egger and Buhalis (2008); Spain; Tanzania PLUS WEB</td>
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<td>5 Sept</td>
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<td></td>
<td></td>
<td></td>
<td>MID TERM BREAK</td>
</tr>
<tr>
<td>Date</td>
<td>Week</td>
<td>Topic</td>
<td>Notes</td>
<td>Instructor</td>
<td></td>
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<tr>
<td>19 Sept</td>
<td>9</td>
<td>PART IV: STRATEGY PROCESS – STRATEGY IMPLEMENTATION &amp; CHANGE— British Airways</td>
<td>Applying the case study method, Step one to four; British Airways (Horner &amp; Swarbrooke, 2004)</td>
<td>British Airways (Horner &amp; Swarbrooke, 2004)</td>
<td>DR MISTILIS</td>
</tr>
<tr>
<td>26 Sept</td>
<td>10</td>
<td>PART IV: STRATEGY PROCESS – STRATEGY IMPLEMENTATION &amp; CHANGE—</td>
<td>Applying the case study method, steps five to seven British Airways (Horner &amp; Swarbrooke, 2004)</td>
<td>British Airways (Horner &amp; Swarbrooke, 2004 case study 1)</td>
<td>DR MISTILIS DR MISTILIS INDUSTRY VISITOR TBA</td>
</tr>
<tr>
<td>3 Oct</td>
<td>11</td>
<td>PART IV: STRATEGY PROCESS – STRATEGY IMPLEMENTATION &amp; CHANGE—</td>
<td>Applying the case study method, all steps</td>
<td>British Airways (Horner &amp; Swarbrooke, 2004 case study 1)</td>
<td>DR MISTILIS</td>
</tr>
<tr>
<td>10 Oct</td>
<td>12</td>
<td>PART V – SYNTHESIS - COURSE SUMMARY</td>
<td>TEXT CH 10; text case 3</td>
<td>DR MISTILIS INDUSTRY VISITOR RICHARD BEERE TOURISM AUSTRALIA</td>
<td></td>
</tr>
<tr>
<td>17 Oct</td>
<td>13</td>
<td>NO LECTURE THIS WEEK</td>
<td>Applying the case study method, all steps</td>
<td>text case 3</td>
<td>DR MISTILIS</td>
</tr>
</tbody>
</table>

SERV4003 Strategic Management in Tourism & Hospitality
Assessment 1 – individual exercise in applying the case method = 40%

<table>
<thead>
<tr>
<th>Topic:</th>
<th>individual exercise in applying the case method to the assigned case (text case study 1: Ocean Park: in the Face of Competition from Hong Kong Disneyland)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Length:</td>
<td>2000 words</td>
</tr>
<tr>
<td>Date Due:</td>
<td>0945hrs Friday wk 7</td>
</tr>
</tbody>
</table>

This is an individual assignment. You will apply the case study method steps one to four linked to the stages I-IV strategic management tools to your case – text case 1, Ocean Park: in the Face of Competition from Hong Kong Disneyland (1500 words; you can use dot points in the ‘understanding the situation’ section. You will also attempt to identify briefly possible solutions (up to 500 words).

The exercise aims to:
- build the foundation of your ability to read, understand and dissect a case;
- develop the ability to decide what information is needed, to extract clues and have an idea as to what to pursue further in the case analysis;
- identify possible solutions to the problems

The Case method & strategic management

<table>
<thead>
<tr>
<th>Step</th>
<th>Understanding the situation</th>
<th>(Diagnosing problem areas)</th>
<th>Generating alternate solutions</th>
<th>Predicting outcomes</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Understanding the situation</td>
<td>I, II</td>
<td>Introduction; content, context, process, synthesis</td>
<td>1 &amp; 2 (Diagnosing problem areas)</td>
</tr>
<tr>
<td>2</td>
<td>Diagnosing problem areas</td>
<td>(III)</td>
<td>IV</td>
<td>3 &amp; 4</td>
</tr>
<tr>
<td>3</td>
<td>Generating alternate solutions</td>
<td></td>
<td>The strategy process</td>
<td>3</td>
</tr>
<tr>
<td>4</td>
<td>Predicting outcomes</td>
<td></td>
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This exercise will take you much time to do. You need to dissect the case, using the strategic management tools we will have almost covered; need also historical analysis of events.

Step 1 is the basis for step 2 – diagnosing problem; on these two steps rests your case analysis, from which you build solutions etc – so they are of paramount importance.

Understanding the main factors governing level of performance of business:
Context – industry; organisation
This involves, as ‘understanding the situation’ (Easton) suggests, massive information gathering and evaluation work.

The basis is information – your ability to decide what information is important or missing, to extract clues, collate, and prioritize.

Importantly – you need to recognize that data do not become information unless they are relevant and meaningful - here to your analysis.

You can use the SM tools to guide this to the outcome.
Construct a history and the historical context – then the aftermath – this will guide you to diagnosing problem areas- the next step in case analysis.
So you can include in your assignment three parts:
1. Brief introduction
2. Case method step one - Understanding the situation; diagnosing (one main) problem area; (two) solutions –
   i. History & historical context
   ii. Application to the case strategic management tools – industry & organizational context
   iii. Diagnosis of one main problem area indicated from above analysis
   iv. Identification of two solutions to the problem
3. Brief Conclusions

Grading criteria: each part = 8 marks

<table>
<thead>
<tr>
<th>mark</th>
<th>comments</th>
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<tbody>
<tr>
<td>1 History &amp; historical context</td>
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<tr>
<td>2 Application to the case strategic management tools – industry &amp; organizational context</td>
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<tr>
<td>3 Diagnosis of one main problem area indicated from above analysis</td>
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<tr>
<td>4 Identification of two solutions to the problem</td>
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<td>5 Rubrics 1a, 1b</td>
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TOTAL/40

ASSESSOR: Nina Mistilis
APPENDIX B

ASSIGNMENT COVER SHEET
SCHOOL OF MARKETING SERV PROGRAM

Please complete all areas of this form, sign, and attach to each submitted assignment. Submit each assignment according to the instructions provided in your Course Outline.

A. STUDENT/S TO COMPLETE

<table>
<thead>
<tr>
<th>Course Number: SERV4001</th>
<th>Course Name: Strategic Management in Tourism &amp; Hospitality</th>
</tr>
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<tbody>
<tr>
<td>Student ID Number:</td>
<td>Student Name:</td>
</tr>
<tr>
<td>Lecturer Name: DR NINA MISTILIS</td>
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<tr>
<td>Lecture/Tutorial Day/Time: TUESDAY 1400-1700HRS</td>
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<td>Date Submitted:</td>
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<tr>
<td>Word Count:</td>
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</table>

Declaration

I declare that this assessment item is my own work, except where acknowledged, and has not been submitted for academic credit elsewhere, and acknowledge that the assessor of this item may, for the purpose of assessing this item:

Reproduce this assessment item and provide a copy to another member of the University and/or;

Communicate a copy of this assessment item to a plagiarism checking service (which may then retain a copy of the assessment item on its database for the purpose of future plagiarism checking).

I certify that I have read and understood the University Rules in respect of Student Academic Misconduct.

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B. MARKER TO COMPLETE

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<th>Mark/Grade</th>
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Comments
ASSIGNMENT CONTRIBUTION SHEET

Course Number: SERV4003
Course Name: Strategic Management in Tourism & Hospitality
Student ID Number: Student Name:
Assessment # …………………. Team # .......
Lecturer Name: DR NINA MISTILIS

Evaluate your and each of your team’s overall contribution to group work by ticking the appropriate category in the questions below:

1. What was the level of consistent effort of each team member?

<table>
<thead>
<tr>
<th>TEAM MEMBER</th>
<th>VERY POOR</th>
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Comments (if any)

2. What was the time input of each team member?

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Comments (if any)

3. What was the overall contribution of each team member?

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Comments (if any)
APPENDIX C REFLECTIVE JOURNAL

Guidelines

SCHOOL MARKETING BCOM (SERVICES MARKETING TOURISM & HOSPITALITY) INTERNSHIP/CASE PROGRAM

Background:
Internships/Cases provide benefits for the university, the internship/case organization and more particularly the student. A requirement of the Internship Program and the case that helps the internee/student to fully appreciate their experience is the reflective report. This gives students the opportunity to think back on what they have learned, how their classroom knowledge relates to practice, how their understanding of the industry sector has increased, and better insights into how business operates. Developing their skills in reflection is also important for the development of life-long reflective practices (Schon 1983).

Requirements:

1) The Internship/Case Assignment Cover Sheet: completed and signed as indicated.
2) A brief report describing the internship/Case (1 page). Should more than one internship be undertaken then a separate cover sheet and report is required.
3) These are to be returned to the Lecturer in Charge of either SERV2003 (junior internships) or SERV 4003 (senior internships) in the second last week of the semester. Note: If the internship completion date is after this time, please submit this report as an interim report on the due date.

Possible guiding questions:
- What did you learn from your internship/case?
- How did it / might it relate to your studies?
- How might it relate to future employment?
- Overall what do you think you gained from this experience?

Assessment criteria:
- Depth of reflection evident (range of issues discussed, linkages of theory and practice) - 7%
- Clarity of communication (structure and layout, language use) -3%

TOTAL 10 %

Reference
**ASSIGNMENT COVER SHEET**

**SCHOOL MARKETING BCOM (SERVICES MARKETING TOURISM & HOSPITALITY) INTERNSHIP PROGRAM**

<table>
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<td>Employer organisation Name:</td>
<td>Employer organisation address:</td>
</tr>
<tr>
<td>Supervisor Name:</td>
<td>Supervisor Email &amp; Phone Contact details:</td>
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<tr>
<td>Date started internship</td>
<td>Date completed internship</td>
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**Internship ‘job’ description**

<table>
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<th>Number of days / week of internship</th>
<th>Number of weeks of internship</th>
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**Course No./Name:**

- SERV2003
- SERV4003

**Date Due (one week before completion of internship):**

<table>
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**Employer Signature:**

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**B. MARKER TO COMPLETE**

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SERV4003 Strategic Management in Tourism & Hospitality
### Assurance of Learning

**Rubric for Bachelor of Commerce (Services Marketing) 3571 1NOV**

1 – **Tourism and Hospitality and Business knowledge:** The ability to demonstrate and apply business and tourism and hospitality knowledge

a. Students will be able to demonstrate an understanding of the key business functions of accounting, economics, management and business statistics.

Program: BCom(Serv Mark)  
Semester: S2, 2010  
Course Code: SERV4003

<table>
<thead>
<tr>
<th>Criteria</th>
<th>Below Expectations 1 (Fail)</th>
<th>Meets Expectations 2 (Pass-Credit)</th>
<th>Exceeds Expectations 3 (Distinction-High Distinction)</th>
<th>Score (Circle)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Identification and application of relevant accounting, economic, management and statistical knowledge</td>
<td>• Does not adequately/correctly identify or apply appropriate concepts/ theory/ models / tools to address a strategic management case topic for example SWOT, PESTE and/or Porter’s</td>
<td>• Identifies and applies some relevant concepts / theory/ models / tools from key business disciplines to address a strategic management case topic for example SWOT, PESTE and/or Porter’s</td>
<td>• Accurately identifies and in depth applies appropriate concepts/ theory/ models / tools from key business disciplines to address a strategic management case topic for example SWOT, PESTE and/or Porter’s</td>
<td>1 2 3</td>
</tr>
<tr>
<td>2. Interpretation and application of quantitative information and analysis</td>
<td>• Does not accurately interpret quantitative data relevant to a strategic management case where appropriate</td>
<td>• Accurately interprets most quantitative data relevant to a strategic management case where appropriate</td>
<td>• Accurately interprets all quantitative data relevant to a strategic management case where appropriate</td>
<td>1 2 3</td>
</tr>
<tr>
<td>3. Synthesis of relevant accounting, economic, management and statistical knowledge</td>
<td>• Does not adequately integrate and synthesise relevant concepts/ tools/ information from key business disciplines to address the strategic management of an organisation</td>
<td>• Integrates and synthesises most of the relevant concepts/tools/information from key business disciplines to address the strategic management of an organisation</td>
<td>• Integrates and synthesises all relevant concepts/tools/information from key business disciplines to address the strategic management of an organisation</td>
<td>1 2 3</td>
</tr>
</tbody>
</table>

Total
### Assurance of Learning

Rubric for Bachelor of Commerce (Services Marketing) 3571 22Sep

1 – Tourism and Hospitality and Business knowledge: The ability to demonstrate and apply business and tourism and hospitality knowledge

b. Students will be able to demonstrate an understanding and apply tourism and hospitality knowledge in business problems.

Program: BCom(Serv Mark)  
Semester: S2, 2010  
Course Code: SERV4003

<table>
<thead>
<tr>
<th>Criteria</th>
<th>Below Expectations 1 (Fail)</th>
<th>Meets Expectations 2 (Pass-Credit)</th>
<th>Exceeds Expectations 3 (Distinction-High Distinction)</th>
<th>Score (Circle)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Demonstrate an understanding of tourism and hospitality knowledge</td>
<td>Inadequately demonstrates an understanding of relevant tourism and hospitality knowledge</td>
<td>Adequately demonstrates an understanding of relevant tourism and hospitality knowledge applicable to Strategic Management Case Analysis</td>
<td>Demonstrates a deep understanding of relevant tourism and hospitality knowledge</td>
<td>1 2 3</td>
</tr>
<tr>
<td>2. Apply an understanding of tourism and hospitality knowledge in business problems</td>
<td>Inadequately applies relevant tourism and hospitality knowledge to business problem</td>
<td>Adequately applies relevant tourism and hospitality knowledge to business problem applicable to Strategic Management Case Analysis</td>
<td>Insightfully applies relevant tourism and hospitality knowledge to business problem</td>
<td>1 2 3</td>
</tr>
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</table>
| 3. Use of disciplinary knowledge to draw conclusions | None, or very limited conclusions with no support or demonstration of broader implications in the discipline  
No argument developed or argument is shallow and shows no insight; no acknowledgement of limitations or alternative perspectives | Develops some conclusions but needs more support and only demonstrates an understanding of some of their broader implications in the Strategic Management Case Analysis  
Develops an argument and/or presents an answer but could be more comprehensive and insightful to address the Strategic Management Case Analysis; only acknowledges some limitations and alternative perspectives | Develops well-supported conclusions and demonstrates an understanding of their broader implications in the discipline  
Develops a sound argument and/or presents an answer which comprehensively and insightfully addresses the business problem, whilst acknowledging limitations and alternative perspectives | 1 2 3 |
| 4. Integration/synthesis of disciplinary (and inter-disciplinary) knowledge | None, or very limited synthesis, integration and evaluation of disciplinary (and interdisciplinary) approaches, information and research (where appropriate) | Some synthesis, integration and evaluation of some relevant disciplinary (and interdisciplinary) Strategic Management Case approaches, information and research (where appropriate), but not to a high standard | Insightfully synthesizes, integrates and evaluates a comprehensive range of relevant disciplinary (and inter-disciplinary) approaches, information and research (where appropriate) | 1 2 3 |