THE UNIVERSITY OF
NEW SOUTH WALES

FACULTY OF
COMMERCE AND ECONOMICS

TAHM3002
TOURISM AND HOSPITALITY
OPERATIONS MANAGEMENT

Session 1
2005

Mark Woodbridge
School of Marketing
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Administration Details

**Lecture:** 10.00am – 11.20pm Thursday MAT312  
**Tutorial:** 11.30am to 1.00pm MAT312  
**Lecturer:** Mark Woodbridge, Casual Lecturers Room Level 3 Goodsell Building  
**Consultation:** Thursday 1.30pm to 2.30, other times by appointment  
**Mobile:** 0408 437213  
**E-mail:** m.woodbridge@unsw.edu.au

Subject Purpose

Tourism and Hospitality Operations Management focuses on the operational tasks and activities required to deliver quality service to guests and customers. The course is designed for students who are interested in pursuing a career in one of the various sectors of the Tourism and Hospitality industries, both in Australia and overseas. The content of the course will provide knowledge and an understanding of the numerous sectors of the Tourism and Hospitality industry focusing on the role and importance of guest service as a strategic operational and marketing requirement for success in these highly competitive industries. The course will be taught from the perspective of a manager operating in the various industry sectors and sub-sectors. The course will incorporate real-world examples of how tourism and hospitality organisations operate including their functional operation, marketing and human resources requirements to support operational management.

Subject Objectives

By the completion of this subject, you should have:

1. An understanding of the scope and role of the operations activities in the various sectors of the Tourism and Hospitality industry, the changes being experienced in these sectors and the forces driving this change;
2. An awareness of the management requirements of the operational aspects of various sectors of the international Tourism and Hospitality industries;
3. The ability to identify, understand and assess the management and operational problems, issues and challenges faced by the various sectors of the Tourism and Hospitality industries;
4. An understanding of the roles and responsibilities of graduate positions in the Tourism and Hospitality industries and the requirements of graduate entry level positions in operations and other management roles;
5. A sensitivity to the operating culture of various Tourism and Hospitality organisations; and
6. A heightened capacity for critical thinking and problem solving abilities.

Teaching Principles

The aims of the course and teaching principles are to:

- Offer, wherever possible, material that is up-to-date and relevant to marketing and operational issues in the Tourism and Hospitality industry
- Help students accumulate marketing and industry specific knowledge
- Encourage students to appraise marketing knowledge through reading, exercises, reflection, questioning and criticism
- Give students the opportunity to apply marketing and operational concepts, theories and principles to practical problems and business situations
- Allow students to use the tools and techniques that assist the marketing and operational process
- Offer the chance to hone analysis and research skills
- Help students learn how to work effectively as individuals and as members of a team
- Provide opportunities for students to develop communication skills

Lecturer Profile

Mark Woodbridge has a background of early professional experience in the then Price Waterhouse Urwick (PWU), from 1979 to 1987. At PWU, he was instrumental in developing that firm’s hospitality and tourism consultancy division. In 1987, with several of his colleagues, Mark formed Radisson Hotels Pty
Limited (Radisson). Radisson grew rapidly to become one of the largest Australia-based international hotel management groups. During his 12 years at Radisson, Mark held direct responsibilities within the company as Director of Marketing (1987 to 1993) and Executive Director (1993 to 1999).

Since selling Radisson Hotels, Mark has been undertaking consulting work focusing on the hospitality, health, tourism and information technology sectors, and particularly in general business management, change management and marketing.

Mark holds a Bachelor of Business degree in marketing, with Distinction, from the NSW Institute of Technology, (now part of the University of Technology, Sydney) and was awarded The Institute Medal. He has also completed executive courses in E-commerce, Internet Marketing and Knowledge Management at the Australian Graduate School of Management, in Hotel Development and Design at Cornell University, New York, USA and in Tourism Management and Marketing at the University of Hawaii, USA. He is currently enrolled in the Master of Philosophy degree at the University of NSW. Mark's academic research interests are focused on Internet Marketing, particularly the impact on pricing and distribution in the Australian hotel industry of web based sales intermediaries such as www.wotif.com and www.needitnow.com.au.

Mark has a high level of specialised expertise and extensive experience in sales and marketing, business planning, strategic and tactical application of information technology and organisation design, development and change management. He has worked in locations throughout Australia and has extensive business experience in Indonesia, Singapore, Malaysia, Hong Kong, New Zealand, Fiji, Vanuatu and French Polynesia and has worked on various assignments in the People’s Republic of China, Japan, Myanmar, Vietnam, the Philippines, Papua New Guinea, the United Kingdom, Switzerland, the USA and Canada.

Schedule

<table>
<thead>
<tr>
<th>Week</th>
<th>Date</th>
<th>Topic</th>
<th>Readings</th>
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</thead>
<tbody>
<tr>
<td>1</td>
<td>03 March</td>
<td>Industry Overview</td>
<td>Ninemeier and Perdue Chpts 1, 2 and 3</td>
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<tr>
<td>2</td>
<td>10 March</td>
<td>Lodging Operations</td>
<td>Ninemeier and Perdue Chpts 4 and 5</td>
</tr>
<tr>
<td>3</td>
<td>17 March</td>
<td>Lodging Operations (continued)</td>
<td>Ninemeier and Perdue Chpts 6 and 7</td>
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<tr>
<td>4</td>
<td>24 March</td>
<td>Lodging Operations (Continued)</td>
<td>Ninemeier and Perdue Chpts 8 and 9</td>
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<td>Mid Session Break</td>
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<tr>
<td>5</td>
<td>07 April</td>
<td>Commercial Foodservices Operations</td>
<td>Ninemeier and Perdue Chpts 10 and 11</td>
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<tr>
<td>6</td>
<td>14 April</td>
<td>Commercial Foodservices Operations</td>
<td>Ninemeier and Perdue Chpts 12 and 13</td>
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<tr>
<td>7</td>
<td>21 April</td>
<td>Commercial Foodservices Operations</td>
<td>Ninemeier and Perdue Chpts 14, 15 and 16</td>
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<tr>
<td>8</td>
<td>28 April</td>
<td>Non Commercial Foodservices Operations</td>
<td>Ninemeier and Perdue Chpts 17 and 18</td>
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<tr>
<td>9</td>
<td>05 May</td>
<td>Non Commercial Foodservices Operations (Continued)</td>
<td>Ninemeier and Perdue Chpts 19, 20 and 21</td>
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<tr>
<td>10</td>
<td>12 May</td>
<td>Recreation and Leisure Organizations</td>
<td>Ninemeier and Perdue Chpts 22 and 23</td>
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<tr>
<td>11</td>
<td>19 May</td>
<td>Recreation and Leisure Organizations</td>
<td>Ninemeier and Perdue Chpts 24, 25 and 26</td>
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<tr>
<td>12</td>
<td>26 May</td>
<td>The Meetings Business</td>
<td>Ninemeier and Perdue Chpts 27, 28 and 29</td>
</tr>
<tr>
<td>13</td>
<td>02 June</td>
<td>Focus on Careers</td>
<td>Ninemeier and Perdue Chpts 30, 31 and 32</td>
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<tr>
<td>14</td>
<td>09 June</td>
<td>Focus on Careers (Continued)</td>
<td>Ninemeier and Perdue Chpts 33, 34 and 35</td>
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<tr>
<td>15</td>
<td>11 June</td>
<td>Study Week</td>
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<td></td>
<td>17 June</td>
<td>Exam Period Begins</td>
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Learning Activities and Student Outcomes

There are four main learning activities in this course.

- Academic research critiques: you are required to read and evaluate academic marketing management and operational articles.
- News discussion: discuss developments in the Tourism and Hospitality industry in tutorial time.
- Group assignment: research assignment that demands extensive research and analysis.
- Review and discussion of relevant tourism and hospitality web sites.

Lecturer Expectations

Student conduct and behaviour

- You are expected to have read through the readings for each week.
- You are encouraged to ask questions during the lecture.
- You are expected to contribute to discussion in tutorials.
- You are expected to undertake an equal share of the work-load in group assignments.

Outside class activities

As we go through this course, be aware – through the media and elsewhere – of things that impact on the Tourism and Hospitality industry, both industry specific issues and broader developments in the economic, political and social environment that affect the operation, management and marketing of the Tourism and Hospitality industry. These could include new marketing campaigns, new projects opening or announced, a new aircraft being inaugurated that allows for new routes and lower fares and events such as SARS and the recent Tsunamis that were out of the control of the Tourism and Hospitality industry but which have a great impact on the industry.

Managing your workload

- The ‘smartest’ students are those who do not leave their work till the last minute.
- Start planning your workload now!
  - When are my assignments due?
  - How can I spread the workload over the final few weeks of term?
  - What should I start doing now for this course?
    - What two reading topics will I submit work on?
    - What areas in marketing am I interested in for my research assignment?

The Education Development Unit (EDU)

Learning support, tailored to the needs of FCE students, is available from the Education Development Unit (EDU) in the Faculty. The EDU offers a range of services for FCE students including:

- Academic skills workshops run throughout the session;
- Printed and on-line study skills resources e.g. referencing guide, report writing and exam preparation;
- A drop-in resource centre containing books and audio visual material that can be borrowed;
- A limited consultation service for students with individual or small group learning needs.

More information about the EDU services including on-line resources, workshop details and consultation request forms are available from the EDU website.

Contacts and location:
EDU Web: http://education.fce.unsw.edu.au
EDU Location: Room 2039, Level 2 Quadrangle Building
EDU services are free and confidential and are available to students of the Faculty of Commerce and Economics.

Other UNSW support
In addition to the EDU services, the UNSW Learning Centre provides academic skills support services for students. The Learning Centre is located on Level 2 of the Library and can be contacted by Phone: 9385 3890 or through their website: http://www.lc.unsw.edu.au/. Students experiencing problems of an academic or personal nature are encouraged to contact the Counselling Service at UNSW. This service is free and confidential and run by professional counsellors. The Counselling Service is located on Level 2, Quadrangle East Wing, and can be contact on 9385 5418.

Plagiarism
Plagiarism involves using the work of another person and presenting it as one’s own. Acts of plagiarism include copying parts of a document without acknowledging and providing the source for each quotation or piece of borrowed material. These rules against plagiarism apply whatever the source of the work relied upon may be, whether printed, stored on a compact disc or other medium, found on the World Wide Web or Internet.

Similarly, using or extracting another person’s concepts, experimental results or conclusions, summarising another person’s work or, where, there is collaborative preparatory work, submitting substantially the same final version of any material as another student constitutes plagiarism. It is your responsibility to make sure you acknowledge within your writing where you have “sourced” the information, ideas and facts etc.

Students found guilty of academic misconduct are usually excluded from the University for two years. Because of the circumstances in individual cases the period of exclusion can range from one session to permanent exclusion from the University. For full details of your responsibilities as a UNSW student visit the following site:

Recommended Text


Assessment
The assessment portfolio for this subject has a number of aims.

1. To provide the student with a variety of learning activities that provide stimulation, intellectual challenge and practical insights.
2. To allow the student to learn from others through group work that should embrace principles of shared work, effort and output.
3. To provide a balance between excessive workload that may impact on other subjects and a workload that demand consistent intellectual effort and output on the part of the student.
4. To reward effort, preparation and contribution in all aspects of our course.

<table>
<thead>
<tr>
<th>Research project</th>
<th>30%</th>
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<tbody>
<tr>
<td>Industry Web Site Reviews</td>
<td>10%</td>
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<tr>
<td>Academic Critiques</td>
<td>20%</td>
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<tr>
<td>Class Participation</td>
<td>10%</td>
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<tr>
<td>Exam</td>
<td>30%</td>
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Note: Students must pass the sum of the individual components in order to pass the subject.

Research Project 30%

Select a suitable tourism or hospitality organisation that is of sufficient size to have a well defined structure and separate operational management. The many very small organisations in the Tourism and Hospitality industry are not considered appropriate for this project. The organisation may be small (in corporate terms) medium or large, in either the private or public sector.
Document and analyse the industry sector that this organisation is in and the structure of this organisation. Pay particular attention to:

- Whether the organisation structure is suitable for the industry sector in which the organisation competes. Make justified recommendations concerning how the organisation's structure could be improved.

- The scope of the organisation's operational and marketing activities.

- How the organisation's structure helps or hinders the ability of the organisation to meet its operational and other objectives;

- Identifying and assessing the key operational, marketing and management issues facing the industry sector in which the organisation operates. Include both internal and external issues and take both a short term and long term perspective.

- The organisation's marketing activities, including all aspects of the 6P's of marketing: Document these and assess whether these activities are of a suitable scope and intensity to meet the competitive pressures in the organisation's industry sector competes. Make strategic and tactical operational and marketing recommendations where you consider such recommendations to be warranted;

- The organisation’s ability to deliver quality guest and/or customer service. Make recommendations for change where considered appropriate

- Identify and detail suitable positions that may be available for graduates of your degree program. Explain why the nominated position is considered appropriate and what the position’s long term career path is expected to be.

The assignment may be done in a group of no more than three students – or you may do it individually. If you do it in a group, group members will be asked to assess the contribution of each person. Students who fail to adequately contribute to a group’s work will be asked to explain why they should not receive fewer marks than fellow students. The group member assessment sheet included in this outline.

**Due Date:** Week 13, Thursday 02 June 2005, 9.30AM (prior to lecture). To be placed in the box outside the School of Marketing Office. Late submissions will be penalised one net mark per day.

**Length:** No more than 2,500 words.

**Academic Article Critique 20%**

You must summarise and evaluate two academic articles from a choice of twelve: one to be submitted in class no later than Week 8 and the other no later than Week 12. A list of the 12 articles will be provided to you in class. A suggested – but not obligatory – structure of your appraisal is outlined below. THIS ACTIVITY MAY BE DONE INDIVIDUALLY OR IN PAIRS. Unacceptable work will be returned for re-submission. Length no more than 1000 words.

1. Your critical evaluation of the paper (<250 words)
   - What you found useful and relevant.
   - What you found un-useful (from a management point of view) and not relevant.

2. Main Objectives (dot points)
   - Theoretical objectives: in terms of gaining insight into aspects of the study of tourism and hospitality
   - Managerial objectives: what firms can learn from this research

3. Main Results (paragraph)
Summarise the results. How did the results match the objectives? Were they confirmed or disconfirmed?

4. Marketing and Operational Implications (dot points or paragraph)
   What does the author(s) say are the implications for organisations from the research?

5. What insights you gained about Tourism and Hospitality Operations and Management
   Tell me what you learned and how these lessons might assist a graduate seeking work in the tourism and hospitality industry and how they may assist industry managers.

**Class Participation** 10%

You must read and consider the nominated text chapters and any other readings that are assigned form time to time for tutorials. The materials for discussion in tutorials are generally distributed on the day. In tutorials you will be in different groups each week, and therefore you will be assessed individually.

All students will be expected to participate in lecture and tutorial discussions and group research work. A student who fails to say anything during the session in lectures and tutorials will be awarded 0/10 for participation. Students who do not contribute adequately in group activities will be asked for an explanation. Similarly, since it is also a University requirement that students attend at least 80% of classes, failure to do so will result in 0/10.

**Internet Web Site Reviews** 10%

Each chapter of the text contains a series of questions in the “Learn from the Internet” section at the end of the chapter. The text also contains a list of 1,300 relevant industry related web sites. You will be required to complete one of the series of questions. You will be required to present the web sites that you are assessing and the answers to the related questions to the class during tutorials. In Week 1 you will be assigned a week in which to make your presentation. This task should be undertaken individually.

**Exam** 30%

A final exam will be held during the exam period. It will be of essay style. Questions will be based on the Readings, lecture notes and any other materials distributed during the course.

**Working in Groups**

The group research assignment will involve peer assessment. Each team member will be required to evaluate and score other members and then share those marks with other members. The assessment sheet is on the following page.

Group work is an unavoidable element of university study these days. There are good reasons to approach group work with optimism and enthusiasm. For a start, it offers you the chance to learn to work cohesively in groups, as you will have to do in the workforce. It affords you the opportunity of deepening your knowledge through contact with other class members. And you get the chance to learn different skills associated with study, learning and presentations. Group work can also, as we all know, be a negative experience. Some members attempt to exert control over the group. Other members ‘bludge’, allowing the more industrious members to do a disproportionate amount of the work required. These and other issues can create conflict in groups. This is natural. Groups are by their very nature open to conflict, sometimes positive and sometimes negative. Learning to deal with this conflict is a skill in itself; you should regard it as such.

If you have serious problems in your group work please contact me – after you have attempted to resolve the problems yourself. And contact me sooner, rather than later – or in most cases, when it is too late.
Individual Assessment Of Group Members

This assessment provides feedback on the performance of your group for the lecturer’s reference. Please be objective, fair and accurate in assessment of each of your fellow students. This assessment is to be confidential and lodged personally with the lecturer.

Using the key below, please rank your peers on a scale of 1 to 5, in each of the 3 areas.

<table>
<thead>
<tr>
<th>Names of other team members</th>
<th>Attendance and Cooperation</th>
<th>Overall academic contribution</th>
<th>Comparative Ranking</th>
<th>Recommended share of 100%</th>
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KEY TO NUMERICAL EVALUATION.

Attendance and Cooperation
5  Was a team leader both in and outside the class; superior cooperation
4  Attended meetings regularly; good cooperation; a team player
3  Attended meetings fairly regularly; did what was asked but no more
2  Missed some work and did the minimum amount of assignment work (failing grade)
1  Poor attendance at meetings and/or poor cooperation and work share (failing grade)

Academic Contribution
5  A team leader in ideas; enthusiastic; a lot of ideas
4  Contributed greatly to the project; did more than his or her fair share
3  Had good ideas from time to time; an average performer
2  Was too quiet or not interested enough to be an effective work contributor (failing grade)
1  Contributed very little to the case analysis (failing grade)

Overall Comparative Ranking
5  The team leader (either officially or otherwise)
4  A team player; second to the leader (but only slightly); excellent work
3  An average member of the team
2  Slightly below member of the team (failing grade)
1  Contributed least to the team (failing grade)

Recommended share of 100 marks

Based on your review of the other members effort and contribution, suggest a fair and equitable share of 100 marks amongst them but excluding yourself. IMPORTANT: If you believe a colleague did an exceptional job, and deserves extra mention, use this space. If you have graded a colleague poorly, then you should use this space to justify your assessment.