Level One – Course Outline

Introduction To Tourism

This module aims to provide you with a basic understanding of the structure, nature and operating characteristics of the European tourism industry. It will examine the socio-economic significance of tourism as a phenomenon and explore the relationship between the public and private sectors and their involvement in tourism.

Learning Outcomes:

On completing this module you will be able to:
1. Define Tourism.
2. Identify and examine the nature of the tourist product.
3. Outline the dimensions of travel, analyse influences on tourism demand.
4. Outline and communicate the history of tourism.
5. Identify and reflect on the factors that motivate tourist travel and aid their selection of a travel destination.
6. Examine statistical sources of tourist data and identify how tourism statistics are compiled.
7. Illustrate how travellers buy tourist products.
8. Appraise traveller segments and the geography of European travel.
9. Outline the basic structure and organisation of the tourism industry and explain the interdependence of its component sectors vis-à-vis wholesalers,
retailers, carriers, attraction providers and intermediaries/common interest bodies e.g. NTO's, ABTA, IATA etc.

10. Analyse relations between consumers of tourism and the providers of tourism services.

European Travel Geography

This module aims to explore the inter-relationship between geography and tourism. The module will provide a basic overview of the European region and provide an insight about the geographical character that comprises the setting for tourism. Throughout this module European travel patterns and tourist destinations will be examined.

Learning Outcomes:

On completing this module you will be able to:
1. Explain the inter-relationship between geography and tourism
2. Apply and challenge geographical theories used to understand tourism.
3. Identify the European region and provide an insight into its geographical character as a setting for tourism.
4. Identify contrast and explain the changing nature of European tourist flows
5. Examine and assess the human and physical characteristics of geography and their implications for product development.
6. Describe and assess the importance of geographical characteristics in the tourism decision-making process.

Personal & Professional Development

This module introduces knowledge and skills to enable you to gain a better understanding of approaches to learning and development for a management career in THL and provide you with skills to be more effective learners both within and alongside the curriculum.

The module is structured around three themes that explore the transferable nature of management skills: Managing yourself, managing your learning and managing others.

The use of Personal Development Planning, individual and group activities is aimed at encouraging and motivating you to learn and to take the initiative in identifying your own learning needs and plans for personal and professional development.

Learning Outcomes:

On completing this module you will be able to:
1. Identify personal learning style and areas for development
2. Reflect on own learning and development within a framework of relevant theories
3. Apply research skills to access a range of information
4. Demonstrate oral and non-verbal communication skills and an understanding of the requirements of academic writing
5. Plan and produce a group project
6. Evaluate work groups/teams and individual group roles

**Legislative Frameworks**

The aim of this module is to give you an insight into the legislation, which affects the travel and tourism industry. The module will focus on the dual aspects of law of contract and consumer protection. An analysis of negligence service provider and employer liability completes your understanding of law and the legal system as it applies to the travel & tourism industry.

**Learning Outcomes:**

On completing this module you will be able to:
1. Describe the legal and regulatory framework that governs the travel & tourism industry.
2. Identify sources of law and subdivisions within the legal system.
3. Examine the administration of the legal system and how a case is dealt with in court.
4. Identify appeal processes and grounds for appeal
5. Identify the laws and regulations relating to contract consumer protection negligence and liability.
6. To examine the impact of European Legal systems e.g. The EU on Tourism Organisations

**The Business Environment**

This module concerns itself with the environment in which businesses operate. As such, it will examine how external factors within this business environment influence the growth and development of the Tourism industry. It will explore emerging issues at both a national and international level and enable students to understand the framework in which the Tourism industry functions and the context in which managers make their decisions.

**Learning Outcomes:**

On completing this module you will be able to:

1. Research and present detailed knowledge of a business organisation operating within the Tourism Industry.
2. Participate as a member of a team in the compilation of a structured and objective poster presentation of a key company operating within the Tourism Industry.
3. Select and follow activities, which contribute to own learning and develop confidence in discussing relevant issues.
4. Examine and analyse the political, economic, social and legal factors which influence supply and demand for Tourism and affect the decision making process.
5. Evaluate the impact of the business environment and apply appropriate theories and concepts appropriate to a tourism context.
6. Display a critical insight into the significance of the industry both nationally and internationally and communicate key points of a debate in an appropriate and coherent manner.

**Management Information**

This module provides a foundation course of studies in accounting and statistics in an appropriate industry context. The role of accounting and statistics in the decision making process is stressed. The module includes essential conceptual underpinning as well as practical applications and encourages an appropriately critical approach. The module lays the foundations for level two studies in Management Accounting & Decision –making

**Learning Outcomes:**

On completing this module you will be able to:

1. Explain the role of accounting information.
2. Apply accounting and statistical concepts and techniques within a tourism, hospitality and events context.
4. Calculate and interpret performance measures relevant to tourism, hospitality and events context.
5. Work co-operatively as a member of a team.
6. Report findings and decisions in an appropriate manner.
Level Two – Course Outline

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**Tourism Industry Issues**

This module aims to examine a range of contemporary issues appropriate to the travel & tourism industry. The module reviews changing operational characteristics and procedures within the tourism industry and the impact of new transport technologies and innovations. The module builds on introduction to tourism management (taught at level one) and allows for the development of practical work related skills appropriate to a career in the travel & tourism industry.

**Learning Outcomes:**

On completing this module you will be able to:

1. Identify the key challenges faced by the managers of tourist attractions.
2. Discuss traditional and new electronic methods of inclusive tour distribution. Highlighting the potential of the Internet.
3. Examine the changing nature of the retail travel sector concentrating upon key survival strategies for non-aligned operators.
4. Debate the emergence of new accommodation products and their response to market segmentation.
5. Appraise and criticise the statutory and non-statutory responsibilities of local authorities with respect to tourism and their likely future role in tourist development.
6. Assess and describe transport innovation and its impact on the travel and tourism industry.
Tourism Operations

This module aims to introduce you to a range of skills techniques and operations practices appropriate to the travel and tourism industry. The module will be multidisciplinary in its perspective drawing upon a range of competencies developed both in the tourism and business core.

The module will be essentially practical in its teaching learning and assessment strategy. The module will culminate in students being expected to produce their own CD Rom and lead a field exercise linked to your product proposals.

Learning Outcomes:

On completing this module you will be able to:
1. Identify the demand for a chosen product
2. Discuss the capacity and price of that product taking into consideration the availability of transport and accommodation options
3. Appraise additional possibilities for income generation
4. Review the legal and human resource implications of establishing a chosen product
5. Identify an electronic distribution medium
6. Demonstrate by means of field analysis the operational viability of any proposals

Management Accounting & Decision Making

The module will build on the techniques introduced in the pre-requisite module Management Information and is an eclectic combination of management accounting, statistics and an introduction to the fundamental yet key project management technique of network diagrams and the time and cost analysis of projects. The management accounting addresses the important and well used techniques to be found in industry and stresses the ability to be able to report the outcome of such analysis or planning, control and decision-making. The statistics concentrates on the analysis of bivariate data using two popular and useful approaches. Not only can such analytical tools be applied to all aspects of business including accounting, HR and marketing but also enables advanced analysis of research data.

Learning Outcomes:

On completing this module you will be able to:
1. To demonstrate an understanding and recognition of the position and role of management accounting in the tourism, hospitality and events sectors.
2. To analyse complex or unpredictable problems by selecting and using a range of management accounting techniques.
3. To analyse the relationship between bivariate data using a range of statistical techniques.
4. To construct a network diagram and conduct a time analysis of the data.
5. To evaluate the relevance and significance of results and question underlying assumptions.
6. To report findings and decisions in an appropriate manner.

Sales & Marketing

As a career choice, one of the major attractions of the tourism industry is contact with people. This module introduces the your to the factors which influence consumer behaviour in this sector, together with the concepts and principles of marketing management.

Learning Outcomes:

1. Outline the fundamentals of service marketing
2. Design and implement a marketing research activity
3. Recognise and debate the role of key elements of the marketing mix in tourism situations
4. Formulate short and medium term marketing plans in a structured manner

People Management in Practice

This module will introduce the essential knowledge and understanding for the management of people in THL organisations. It will be developed through learning derived from experience of a THL work place.

It covers key concerns for personnel and development in the THL industry in the main generic areas of resourcing, training and development, motivation and reward. These areas will be considered within the current legal and political environment of the UK.

The learning and assessment strategy of this module is aimed at encouraging and motivating you to learn and to take the initiative in identifying your own learning needs.

Learning Outcomes:

On completing this module you will be able to:
1. Examine critically the contribution of the personnel function to the development of a stable workforce in THL organisations
2. Evaluate personnel requirements consistent with organisational needs and legal requirements
3. Evaluate the effectiveness of personnel policies within a chosen THL organisation
4. Continuously develop own knowledge and skills for people management
5. Evidence a reflective approach to managing self within the working environment of THL industry
6. Access material from a range of sources, evaluate its significance and present conclusions in a logically structured and appropriate format

Level Two – Travel & Tourism Options

Tourist transportation

This option module aims to develop an understanding and an appreciation of the relationship between tourism and transportation. The module will examine tourism transportation modes and their journey characteristics. Throughout the teaching of this module the future potential of these modes to accommodate anticipated levels of tourist demand will be examined. The module will also focus on the concentration and globalisation of carriers and how they aim to cope with an increase in market demand.

Learning Outcomes:

On completing this module you will be able to:
1. Define the relationship between transport and tourism.
2. Examine the demand characteristics of various transport modes utilised in the tourism industry.
3. Assess and outline the different characteristics of land, air and sea modes.
4. Identify the respective marketing strengths and weaknesses of transport modes for the tourism industry.
5. Record the use of new technologies in transportation and their implications for customer purchasing decisions and itinerary planning.
6. Discuss the extent of globalisation within transportation and its implications for the tourism industry.

Attractions Management

This module examines a key element in the tourist system – visitor attractions. The module explores the nature of tourist attractions, the role of attractions in tourism, the attraction product and the market for attractions. Time is spent examining who is responsible for providing attractions and their motivation for provision. From the outset the question is raised what makes a successful attraction and how do you judge success?

Initially emphasis is placed on the development process. Development as a concept is discussed and the importance of scale cost and time in the development process is reviewed. Feasibility studies and the need for capital are two issues that are examined in this context. Sources of
capital and attractions development as an exercise in project management are also evaluated.

Attractions are placed in an urban, rural coastal and special event context. Management issues appropriate to attractions in each geographical setting are reviewed. Here case study analysis is used to broach issues pertaining to planning, marketing, financing, staffing, design and visitor management.

An assessment of the socio-economic and environmental impact of tourist attractions completes this module.

Learning Outcomes:

On completing this module you will be able to:
1. Define the concept of a tourist attraction and create a typology of attractions
2. Examine the relationship between tourist attractions and the wider tourism industry
3. Evidence the demand for various types of tourist attraction and examine how attractions provide a pertinent example of the product service mix.
4. Demonstrate how tourist attractions are marketed to different consumer segments
5. Explore the rationale for and process of developing tourist attractions
6. Identify the factors that combine to make a successful tourist attraction
7. Explain the socio-economic, environmental & political impact of tourist attractions
8. Reflect on a range of management problems and issues associated with tourist attractions found in rural, urban and coastal environments
9. Debate policies and identify strategies designed to influence attractiveness & competitiveness of attractions to regulators, providers and consumers

Inclusive Tour Operations

The aim of this unit is to develop your understanding of the scale and scope of the tour-operating sector of the tourism industry, and to give you an opportunity to acquire the knowledge and skills associated with the basic functions of a tour operator. It is designed for those students wishing to enter employment within the tour operating sector, as well as those wishing to enter sectors of the industry which work closely with tour operators (for example travel agents and airlines)

Learning Outcomes:

On completing this module you will be able to:
1. Define the role of tour operators and distinguish between different types of operator
2. Review the European tour-operating scene with respect to profitability and market share
3. Examine the nature of tour operating and understand how operators interact with other sectors of the tourism industry
4. Consider how the activities of tour operators are constrained and the importance of legislation
5. Understand the appeal, and the changing nature of the package tour and its various markets
6. Investigate the planning, marketing and operating processes involved in the production of a package holiday

**Retail Travel**

The aim of this module is to enable students to understand the role of the manager within a retail travel operation and to develop the knowledge and skills necessary to carry out this role affectively and professionally. The module will examine the functions of a typical high street travel agent and examine how they satisfy client needs.

**Learning Outcomes:**

On completing this module you will be able to:
1. Examine the role of travel agents as a component sector of the tourism industry
2. Investigate the links with other sectors
3. Identify the functions performed by an agent
4. Explore the personal and business qualities necessary for effective agency management and service
5. Identify the economic and legal considerations and requirements for establishing and running a travel agent
6. Examine the constraints and threats under which agents operate

**European Language**

Language learning will give you the ability and confidence to pursue a professional career in the context of globalisation and the European single market. You will enhance your specialism by acquiring a skill of interactive communication, which is not always present in other subject areas. For example, you will learn how to make a clear and structured presentation in the foreign language in a context, which interests you. This could be the first presentation you make abroad as a new recruit to an international firm.

By working independently and in groups you will gain the skill of knowing how to “function” in a foreign language, professionally and culturally. Speaking to a client abroad on the telephone takes some practice but although initially unnerving finally gives you a great sense of achievement.

Overall the pathway aims at giving you the skill of using European languages at work in everyday business and social situations.
Learning Outcomes:

On completing this module you will be able to demonstrate:

1. The ability to communicate up to an intermediate/advanced level in a social or work related situation in at least two European languages.

2. An understanding of the working practices in the country(ies) through a wide range of activities and assignments as well as a placement (if applicable) in the target language country and contact with the country/countries’ businesses and industries.

3. A knowledge of the country(is) and understanding of current affairs and cultural differences through the media, background reading and any authentic materials encountered as well as through personal contact with tutors and other foreign students.

4. an awareness of and an ability to adapt to the social conventions and working practices of the foreign languages countries and in dealing with people of different nationalities

5. engage in the normal range of social conversation on general interest topics using language appropriate to the occasion and at the required level up to intermediate/advanced level.

6. act as informal interpreter on routine social occasions at the required level up to intermediate/advanced level.
This module aims to introduce you to the nature of tourism planning. The module provides a framework for understanding land use planning at the national and regional level. It aims to outline the process by which tourism development plans are produced and seeks to introduce you to various planning techniques and methodologies. In doing so foundations for resource assessment, market analysis, product-market matching are all broached.

A series of international case studies are used to contextualise the planning process. These will seek to identify key stakeholders and highlight a diverse range of issues involved in tourism planning. Throughout the teaching of this module the assumption that will be made is that tourism must be developed in an integrated, holistic and sustainable manner.

Learning Outcomes:

On completing this module you will be able to:
1. Define the term development planning and explain why planning is necessary.
2. Identify who is responsible for planning the tourism environment and examine the nature of their roles.
3. Outline the planning process
4. Reflect and appraise various methodologies and techniques used in planning process and identify these in a tourism development plan.
5. Advocate how a range of planning strategies might be brought to bare when linked to a range of specific development initiatives

Tourism Policy & Strategy

This module aims to provide a dynamic introduction to the process by which tourism policy is formulated.

The module takes into account key factors in the political, economic, social and technological environment which influence policymaking. To this end the module will focus on the influence of tourism organisations, societal values, the role of special interest groups, aspects of political power and socio-economic global forces of change. A dualistic framework for the study of how tourism policy is developed will be advanced.

The relationship between research and policy making will also be considered. Here the use of a range of international case studies is used to explore the methods by which policies can be prioritised and the success or failure of policy initiatives judged.

Learning Outcomes:

On completing this module you will be able to:
1. Define and explain what is policy
2. Identify the key purpose of tourism policy in terms of increasing destination attractiveness and competitiveness
3. Examine how the concepts of attractiveness and competitiveness might be measured
4. Outline the institutional framework for establishing tourism policy
5. Reflect and appraise various theoretical models used to explain how tourism policy is formulated
6. Outline with examples drawn from the UK, European Union and the private sector a range of methodological approaches and disciplinary frameworks for prioritising, monitoring and evaluating tourism policy.

Service Industries Dissertation

The dissertation is an opportunity for you to study a topic that is of personal interest. It will develop both your knowledge and skills in that topic and your research skills. You will be required to identify your area of research and develops research questions to be answered or hypotheses to be tested. The dissertation that results from this research will be a professionally presented piece of work that demonstrates your powers of critical thinking and writing and their skills in completing an independent self managed piece of research.
Learning Outcomes:

On completing this module you will be able to:
1. Compose a detailed research proposal on a topic relevant to your programme of study.
2. Identify and evaluate your research approach within the general framework of research methodology.
3. Locate current and relevant information from a variety of secondary sources.
4. Write a critical literature review that discusses and debates relevant concepts, theories and models.
5. Adopt a research philosophy and select, implement and evaluate appropriate primary data collection methods.
6. Analyse quantitative and/or qualitative primary data and evaluate in the context of relevant concepts, theories and models.
7. Present a dissertation that effectively communicates the research findings and demonstrates your ability to critically evaluate and manage an independent piece of work.

Level Three – Travel & Tourism Options

Ecotourism

The module will be divided into four sections. Section one aims to introduce students to the nature of ecotourism and look at the growth and development of the concept. Examples will be drawn from throughout the world but applied to Europe. The link between tourism, nature conservation, human ecology and economic development will be discussed.

In section two the emphasis of the module changes from theory to practice. A range of practical environmental policies in travel & tourism will be reviewed. The roles of governments, non-government organisations, host communities and the tourism industry in developing ecotourism projects are examined. The steps involved in developing an ecotourism management strategy are outlined with reference to case study materials.

Section three raises the question is ecotourism really a panacea or an alternative to mass tourism? Time will be spent examining business and community attitudes to ecotourism.

Finally in section four students are left to reflect on an number of issues. Foremost among these are whether ecotourism is a ruse by any other name? Whether it can be regarded as a true alternative? And to what extent is there a symbiotic relationship between tourism and the environment?
Learning Outcomes:

On completing this module you will be able to:
1. Define and explain key terms and concepts
2. Examine the development and assess the importance of ecotourism as a component sector of the European tourism industry.
3. Advocate the need for an alternative approach to the development and management of tourism resources
4. Discuss a range of practical environmental policies and strategies being adopted in the travel & tourism industry aimed at establishing and delivering ecotourism products
5. Explore the roles of key stakeholders in preparing ecotourism management strategies
6. Critically evaluate obstacles to achieving ecotourism in particular highlighting the attitudes and perceptions of host communities and the tourism industry towards this particular holiday product.

Special Interest Tourism

This module examines one of the fastest growing areas within the tourism industry. The emergence of various types of special interest activity has sharpened the industry’s focus on the sector.

This module aims to provide a comprehensive survey of special interest/special destinations discussing development strategies, management policies and visitor/industry regulatory initiatives. While examples will be drawn from throughout the world, the use of theory and industry applications will be confined to Europe.

The module will demonstrate the complexity of special interest tourism (SIT). It will explore ways in which the growing demand for special activities is expressed, how this demand is met and the nature of SIT activity in a wide variety of tourist destinations. It will be shown that today’s special interest tourists want hands-on experience, intellectual challenge, the chance to develop special skills, clear task orientation and encounters that showcase cultural identity. The global impact of the information age, interest in other languages, concern for the preservation and conservation of heritage and the environment, cultural curiosity and an interest in life long learning are all represented in the diversity of opportunities offered by SIT providers.

It will be shown that much of the SIT product is provided by small business. Case studies developed in this module reveal the important role-played by sole traders, partnerships and non-profit organisations. While motivations for starting up a SIT business are similar to those in any other industry, the increasing demand for personalised, specialised service in tourism requires small business operators to identify with the needs of the consumer and prepare a wide range of products that satisfy recognised needs. They must also familiarise themselves with
appropriate administrative, marketing, financial and operating skills. SIT can pose problems for the entrepreneur who fails to appreciate the complexities of their chosen sector and who ignores the differences between their business and a wider tourism industry.

Learning Outcomes:

On completing this module you will be able to:
1. Define and explain what is SIT
2. Outline examples of SIT and the market for SIT products
3. Examine the impact of SIT both on natural and human environments
4. Reflect on the strengths, weaknesses, opportunities and potential of SIT to small business operators
5. Explore SIT as an agent of regional development
6. Identify the SIT potential of the European region
7. Discuss a range of issues appropriate to the provision and practice of SIT
8. Appraise a variety of different SIT development strategies within Europe
9. Assess possible future trends in the SIT market

The Significance & Impact of Tourism

In this module, the impacts associated with tourists’ activities are considered as a way of understanding some of the costs and benefits of tourism. Impacts are a major element of tourist activity and their scope, effect and duration on the host society are complex. They vary in terms of their intensity and effect according to the specific location and nature of the impacts.

In this module the most frequently cited impact used by governments and private sector enterprises to justify tourist activity (economic impacts) are reviewed. The module examines not only the nature of economics as a framework for understanding economic impacts, but also critically examines both the costs and benefits of tourism as an economic activity.

Social and cultural impacts are inevitably associated with the development of tourism. To this end the module evaluates the problems of gauging the extent to which tourism induced changes to societies and their cultural values are a direct result of tourist activity. The module will consider many of the concepts and frameworks developed by sociologists and anthropologists to examine this specialised area of study.

A third impact that resulting from tourism activity on the environment completes the study of impact assessment. Here the environment is viewed as a finite resource, which is also directly affected by tourism development. Examples of impacts and measures to ameliorate these impacts are discussed. It will be shown that tourism impacts associated
with the environment have generated a wide range of opinions and views on how to accommodate tourism and the environment, given their symbiotic relationship.

As a consequence the module goes on to examine how effective planning and management of tourism is essential to maintain the integrity of tourism environments. While the process of tourism planning is now well established (and indeed examined by all students in their tourism planning and development module) in this context it will be shown that there are many barriers to its effective implementation and subsequent impact control. These include the nature of the industry, the expense of planning and poorly formulated plans. The module therefore concludes with a detailed analysis of why plans fail, since this contributes to the poor reputation of tourism in some destinations associated with the negative impact of unrestrained development

Learning Outcomes:

On completing this module you will be able to:
1. Explain what is meant by the terms economics, supply and demand
2. Define the positive and negative economic impacts of tourism
3. Outline methods for measuring tourism’s economic impacts
4. Examine the social and cultural impacts of tourism
5. Reflect on the factors which affect the extent of social and cultural impacts
6. Recognise a range of current issues illustrating social and cultural impacts
7. Understand the importance of the environment as a tourism resource
8. Question the positive and negative impacts of tourism on the natural environment
9. Identify a range of examples of environmental impact
10. Discuss and critically evaluate the challenge to tourism planners and developers of impact limitation and achieving a more ‘sustainable’ form of tourist development

Resort & Casino Management

The structure of the module has been designed to allow for the systematic study of the development of tourism and, in particular, the study of resort and casino management.

Introductory units will examine the resort product – its nature, defining characteristics and history. This is followed by a discussion of how resorts are planned and developed. The link between resort planning and tourism policy will particularly be stressed. How resorts are changing in response to national and international trends such as the proposals of the Budd Commission (2002) on gaming; the relationship between resorts and destination development; and the socio-cultural and environmental challenges posed by resort development in
sensitive geographical areas will be the main thrust of study of resort dynamics.

Later units deal with the process of resort management and in particular managing personnel, the resort investment, functional departments including front of house management and the way resorts are marketed.

The module concludes with a look towards the future and the way resorts aim to cope with predicted labour shortages, legal challenges, lagging productivity, changing technology and financial constraints. The rise of the ‘Mega’ resort will also be noted.

Throughout, the aim of the module is to widen student knowledge of tourism and the resort sector. The modules orientation is essentially global, however it aims to place ideas and concepts within a European framework. The module also takes a multidisciplinary perspective coming at the subject of resort development from geographical, environmental, planning, finance, human resource and marketing perspectives.

Learning Outcomes:

On completing this module you will be able to:
1. Outline the nature and characteristics of resorts and examine their development throughout history.
2. Identify the rationale for resort development in the public and private sectors.
3. Examine the need for and the process of resort planning
4. Recognise emerging development paradigms and the need for changing resort products.
5. Assess the relationship between resorts and destination development
6. Reflect and appraise how resorts need to be managed as businesses
7. Advocate a range of strategies aimed at managing resort personnel, front of house, marketing and investment initiatives.
8. Identify problems changes and challenges facing the resort industry

Governance & Tourism

This module aims to develop and examine the nature and significance of geographical and political relationships within the UK and Europe. The module will examine the nature and significance of Europe within the above conceptualisation focusing on the decision-making process and legislation of tourism. The module will also focus on the European Union and consider its rationale for a United Tourism Policy (UTP) and ponder the future of the geo-political affects of tourism within Europe at a spatial and social level.
Learning Outcomes:

1. Identify the role of UK central and regional government within the tourism sector vis a vis funding, marketing co-ordination
2. Assess the role of NTO’s within the UK political system.
3. Identify the significance of Tourism in the European Union as a social economic, numerical and spatial phenomenon.
4. Discuss the development of Europe as a political entity highlights the role of the Treaty of Rome, Maastricht, Amsterdam etc.
5. Assess and appraise the importance of tourism within the decision-making processes of the European Union.
6. Outline the wide range of community legislation in the field of tourism.
7. Appraise the relative success and failures of community legislation within tourism and assess priorities for action e.g. the Euro.
8. Record and debate the rationale for a European Union policy on Tourism Vis UTP.

Level Three – Business Options

Human Resource Management in THL Services

This module explores the significance and complications of managing human resources in the tourism industry. The management of employees is key to the sustainable development of organisations within the tourism industry

On this module you will develop the skills of analysis and critical evaluation through the examination of human resource issues within the industry utilizing HRM models and frameworks. It is also an opportunity to demonstrate team working, presentation and secondary research skills.

Learning Outcomes:

On completing this module you will be able to:
1. Analyse the significance of HRM models for tourism, hospitality and leisure organisations
2. Debate the complexity of key human resource strategies in tourism organisations
3. Critically evaluate the effectiveness of human resource policies in tourism, hospitality and leisure organisations
4. Demonstrate an awareness of the ethical implications of HRM
5. Apply secondary research methods to identify and investigate a HR Issue of significance to the tourism industry
6. Plan and carry out an effective presentation as part of a group.

Strategic Financial Management
This optional module builds on the techniques developed in the earlier Management Information and Management Accounting and Decision-making modules. It considers financial management at a strategic level with an emphasis on appropriate and applied computations and interpretation, aligned to the tourism industry.

Learning Outcomes:

On completing this module you will be able to:
1. Identify and evaluate appropriate financial planning and control techniques
2. Locate and use current and relevant financial information from a variety of sources
3. Analyse and evaluate quantitative and qualitative data in the context of planning
4. Reflect on performance and identify areas for action

Strategic Marketing for THL

This module will examine the strategic way in which tourism organisations plan and co-ordinate their marketing activities in order to meet customer needs.

Learning Outcomes:

On completing this module you will be able to:
1. Analyse and explain the role and responsibilities of management in the assessment and implementation of strategic marketing plans
2. Identify internal and external influences on a marketing plan and possible actions
3. Critically examine the application of strategic management to marketing
4. Construct a strategic marketing plan for a small business