

Syllabus

International Travel & Tourism Management



Year 1 & Year 2

Kings Cornerstone International College

Unit 1: The Contemporary Travel and Tourism Industry

Unit code	M/616/2008
Unit type	Core
Unit level	4
Credit value	15

Introduction

This unit provides students with an opportunity to investigate the various elements of the travel and tourism industry and how they interrelate.

The aim of this unit is for students to understand the structure and systems within the contemporary travel and tourism industry, examining the interactions between the different elements of the industry, such as accommodation provision, transportation, attractions, and both the different tourism settings and experiences. This will enable students to develop an overall appreciation of the international tourism experience.

Students will also explore recent patterns of tourism to understand movements of domestic, inbound and outbound visitors, the popularity of different destinations and the reasons for this popularity.

Finally, increased understanding of the customer helps inform the development of destinations and the interrelationship between the different tourism systems in place. This unit therefore also covers the factors affecting tourist behaviour and decision-making. On completion of this unit, students will be able to understand the scale and scope of the travel and tourism industry, the determinants of supply and demand, and the current trends affecting and shaping the industry.

Learning Outcomes

By the end of this unit students will be able to:

1. Discuss the development of the travel and tourism industry and explain how its different elements combine to provide a tourism experience
2. Explain the factors driving tourist behaviour
3. Determine current patterns and key trends in travel and tourism
4. Investigate the factors affecting the current levels of popularity of different global destinations.

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Essential content

LO1 Discuss the development of the travel and tourism industry and explain how its different elements combine to provide a tourism experience

Definition of travel and tourism:

The tourism concept and definitions

Definitions of different types of tourism including inbound, outbound and domestic

Leiper's tourist system

The volume and value of the travel and tourism industry to the national and international economy

Development of the travel and tourism industry:

The historical context of the travel and tourism industry

The growth of the contemporary travel and tourism industry due to advances in transport technology, infrastructure, globalisation and consumer-led demand

Challenges and issues facing the industry from social, economic, environmental and political perspectives

The structure of the travel and tourism industry:

Different sectors of the travel and tourism industry: accommodation services, visitor attractions, events and conference services, passenger transport services, tourist information and destination management services

Interrelationships, levels of integration and the chain of distribution

The differences between public, private and voluntary sector organisations

The tourist experience:

The experience economy and the tourist experience

The stages of the tourism experience

LO2 Explain the factors driving tourist behaviour

Factors driving behaviour:

The consideration of tourism flows between generating regions and destinations influenced by push and pull factors

Push factors e.g. escape, relaxation, regression, social interaction

Pull factors e.g. accessibility, desirability, security, culture, image, hospitality, reputation

Personal determinants e.g. available leisure time, disposable income, personal demographic, health/life expectancy

The fourfold classification of tourist characteristics

Different rationale and purpose for tourism visits e.g. leisure, business, visiting friends and relatives

Models of tourism motivation:

How motivation influences tourists' consumer behaviour, applying models of motivation e.g. Dann, Plog and McIntosh, Goeldner and Ritchie

Consumer decision-making:

Factors that inform decisions based on choice and flexibility: package versus non-package, group versus independent, destination, infrastructure and amenities, duration and expenditure

Models of consumer behaviour that influence the buying process e.g. cognitive, habitual and reinforcement approaches

LO3 Determine current patterns and key trends in travel and tourism

Techniques for analysing and interpreting tourism patterns:

Use of qualitative and quantitative data, both primary and secondary sources

Techniques for data analysis

Drawing conclusions and reporting key findings

Current patterns:

Global tourism patterns for domestic, outbound and inbound visitors

Tourism arrivals and receipts

Growth patterns – emerging and developing destinations

Key trends:

The impact of digital technology on influencing consumer decisions, consumer brand interaction, opportunities for promotion and loyalty

The rise of the sharing economy e.g. Airbnb and Uber

The impact of changing lifestyle trends driving specialist/niche markets e.g. adventure tourism, extreme sports tourism, agro tourism, gastro tourism and dark tourism

Reasons for increasing popularity of different specialist/niche markets

Increasing need for personalisation and memorable experiences

Balancing sustainability and growth of the industry

LO4 Investigate the factors affecting the current levels of popularity of different global destinations

The destination life cycle:

The evolving destination and the stages of the destination life cycle

Butler's tourist area life cycle (TALC)

Macro and micro factors that shape the destination TALC curve:

Changes in tourist preferences and behaviours

The role of marketing campaigns and the use of social media in the reputation and promotion of a destination

Influence of digital technology in increasing customer decision-making

National and international legislation and policies

Safety and security

Accessibility and capacity constraints

Adverse tourism impacts, responsible tourism and environmental awareness

Learning Outcomes and Assessment Criteria

Pass		Merit	Distinction
LO1 Discuss the development of the travel and tourism industry and explain how its different elements combine to provide a tourism experience			D1 Critically analyse the inter-relationship between the different elements of the travel and tourism industry and demonstrate how a weakness in any one element can impact on the overall tourist experience
P1 Discuss key milestones in the development of the travel and tourism industry and how they have shaped the travel and tourism industry	M1 Analyse the discrete role of each key element of the travel and tourism industry and how the different elements interact to provide a tourism experience		
P2 Identify the different elements of the travel and tourism industry and explore how they interrelate to create the tourist experience			
LO2 Explain the factors driving tourist behaviour			LO2 LO3 LO4 D2 Critically evaluate the link between the key drivers of tourist behaviour and the popularity of different tourism destinations and experiences
P3 Determine the different factors that affect tourism behaviour	M2 Assess the factors underpinning tourist behaviour and evaluate their impact on the decision-making process		
P4 Explain models of motivation and how they influence the consumer decision-making process			
LO3 Determine current patterns and key trends in travel and tourism			
P5 Identify recent and emerging patterns and trends in the international travel and tourism industry	M3 Analyse recent patterns in international travel and tourism and highlight their significance to the development of the global travel and tourism industry		
LO4 Investigate the factors affecting the current levels of popularity of different global destinations			
P6 Examine the factors affecting the popularity of a range of global destinations	M4 Analyse the factors affecting the popularity of different destinations and assess their level of importance to a destination's popularity		

Recommended resources

Textbooks

COOPER, C. (2016) *Essentials of Tourism*. 2nd ed. Harlow: Pearson.

COOPER, C. and HALL, C.M. (2016) *Contemporary Tourism: An International Approach*. 3rd ed. Oxford: Good Fellow.

HOLLOWAY, J. and HUMPHRIES, C. (2016) *The Business of Tourism*. 10th ed. Harlow: Pearson.

INKSON, C. and MINNAERT, L. (2012) *Tourism Management: An Introduction*. London: Sage.

PAGE, S.J. (2014) *Tourism Management: An Introduction*. 5th ed. Oxford: Routledge.

Websites

www.thetravelfoundation.org

The Travel Foundation
(General Reference)

www.tourismsociety.org

The Tourism Society
(General Reference)

www.unwto.org

World Tourism Organisation
(General Reference)

www.visitbritain.com

Visit Britain
Market Intelligence
(General Reference)

www.wttc.org

World Travel and Tourism Council
(General Reference)

Unit 2: Managing the Customer Experience

Unit code	D/616/1789
Unit type	Core
Unit level	4
Credit value	15

Introduction

The aim of this unit is to provide students with background knowledge and understanding of how travel and tourism businesses manage the customer experience from the initial needs analysis through to after sales follow-up.

During the unit, students will be able to map the journey that a customer makes through a travel and tourism business, identifying crucial touch points and recognising how these touch points can be managed to optimise the customer's experience.

Students will consider how technology is changing the way customers interact with travel and tourism businesses and how digital initiatives should complement existing customer journeys, whilst recognising that online and offline consumers are distinctly different. Students can then use this knowledge to provide customer service both within business and services and online contexts to meet required standards.

Learning Outcomes

By the end of this unit students will be able to:

1. Explain the needs and expectations of market segments for the service industry
2. Explore the customer experience map to create business opportunities and optimise customer touch points
3. Investigate the impacts of digital technology in customer relationship management
4. Apply effective customer experience management within a service sector business to maximise customer engagement.

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Essential content

LO1 Explain the needs and expectations of market segments for the service industry

Target markets:

Defining the customer profile and characteristics of the target audience through market segmentation

Use of individual characteristics e.g. age, gender, income, occupation, geographic location, education, ethnicity

Customer behaviours and attitudes:

Understanding the customer behaviours and attitudes of different market segments to build brand loyalty and trust

The four clusters of emotions which drive or destroy value (Shaw)

Engagement factors:

Different opportunities for customer engagement

Onboarding and post-boarding strategies for customer engagement

Different factors that drive and influence customer engagement e.g. compelling offers, competitive prices and accessibility

LO2 Explore the customer experience map to create business opportunities and optimise customer touch points

The customer journey and experience mapping:

Definition of the customer journey experience map

The stages of the customer journey and how the customer journey map supports businesses to understand how to interact with customers

Deconstructing the customer journey and building the customer narrative to provide strategic insights

The use of experience mapping as a strategic process of capturing and communicating complex customer interactions

Touch points:

Identifying critical moments when customers interact with the organisation pre, during and post the customer experience

The key building blocks of doing, feeling and thinking

LO3 Investigate the impacts of digital technology in customer relationship management

CRM systems:

Definition of Customer Relationship Management (CRM) systems

Different types of CRM systems e.g. operational and analytical, and how each of these contribute to the management of customer relationships

Online customer experiences:

How travel and tourism businesses interact with current and potential customers via a choice of integrated digital marketing channels

How digital content and the speed and consistency of exchanges and transactions impacts on individual businesses

Social media:

The use of different social media platforms to raise awareness of products and services and communicate with customers

LO4 Apply effective customer experience management within a service sector business to maximise customer engagement

CEM strategies:

Definition of Customer Experience Management (CEM)

The goals of CEM

The use of touch point analysis

The stages of the customer experience strategy: assessing market needs, experience mapping, identifying and designing the brand experience, and structuring touch points to measure and evaluate

Learning Outcomes and Assessment Criteria

Pass	Merit	Distinction
LO1 Explain the needs and expectations of market segments for the service industry		D1 Evaluate a broad range of different target customer groups' needs and expectations in terms of customer engagement for a service sector organisation
P1 Explain the value and importance of understanding the needs, wants and preferences of target customer groups for a service sector industry P2 Explore the different factors that drive and influence customer engagement of different target customer groups within a service sector organisation	M1 Review how customer engagement factors determine customer onboarding strategies for different target customer groups within a service sector organisation	
LO2 Explore the customer experience map to create business opportunities and optimise customer touch points		D2 Analyse how a selected service sector organisation can optimise each of the customer touch points to influence the behaviour, responses and actions of its customers, to enhance the customer experience
P3 Create a customer experience map for a selected service sector organisation P4 Discuss how the customer touch points throughout the customer experience create business opportunities for a selected service sector organisation	M2 Create a detailed customer experience map that charts the customer journey model and examines the activities and actions taken at each customer touch point to create business opportunities for a selected service sector organisation	

Pass		Merit	Distinction
LO3 Investigate the impacts of digital technology in customer relationship management			D3 Critically evaluate the advantages and disadvantages of CRM systems used in service sector businesses for acquiring and retaining customers
P5 Examine how digital technology is employed in managing the customer experience within the service sector, providing specific examples of customer relationship management (CRM) systems	M3 Evaluate how digital technologies employed in managing the customer experience within the service sector are changing CRM systems to effectively acquire and retain customers		
LO4 Apply effective customer experience management within a service sector business to maximise customer engagement			D4 Evaluate the delivery of customer service strategies and communication, justifying and making valid recommendations for improvement in order to develop a quality customer experience
P6 Illustrate customer service strategies in a specific service sector context P7 Demonstrate how customer service strategies create and develop the customer experience in a way that meets the needs of the customer and required business standards	M4 Review the application of customer service strategies of a specific service sector organisation in creating the customer experience, and make recommendations for improvement		

Recommended resources

Textbooks

BARROWS, W., POWERS, T. and REYNOLDS, D. (2012) *Introduction to Management in the Hospitality Industry*. 10th ed. Chichester: John Wiley and Sons.

BUTTLE, F. (2015) *Customer Relationship Management: Concepts and Technologies*. 3rd ed. Oxford: Routledge.

GOODMAN, J. (2009) *Strategic Customer Service: Managing the Customer Experience to Increase Positive Word of Mouth, Build Loyalty, and Maximize Profits*. Maidenhead: Amacom.

GRONROOS, C. (2015) *Service Management and Marketing: Managing the Service Profit Logic*. 4th ed. Chichester: John Wiley and Sons.

Websites

www.cca-global.com

CCA Global
Research, publications
(General Reference)

www.mckinsey.com

McKinsey and Company
The expanding role of design in
creating an end-to-end customer
experience
(Article)

www.opentext.com

Global Customer Service E-book
E-book
(General Reference)

Unit 3: Professional Identity and Practice

Unit code	R/616/1790
Unit type	Core
Unit level	4
Credit value	15

Introduction

With employment opportunities and career progression becoming increasingly competitive, it is vital that new employees appreciate the value of the correct skills and competences expected by employers.

This unit aims to guide students through the process of self-assessment of skills and competences, personal career planning and the application of different learning and development approaches within a work environment. Students are not necessarily expected to engage in work activities, however self-assessment and design must be applied within a specific work context to avoid it being generic. This unit complements *Unit 14: Work experience*, to apply theory to practice as the content links closely together.

The unit will also give students direction on how to prepare for job applications and interviews in a formalised manner, with the aim of improving career prospects. Students are expected to undertake a practical interview arranged and guided by the tutor or relevant employer.

Learning Outcomes

By the end of this unit students will be able to:

1. Explore the importance of ongoing professional development and self-directed learning to enhance professional identity and career opportunities
2. Assess own skills, competences and the different learning and development approaches
3. Design a professional development plan, within a specific work context
4. Demonstrate a range of service industry and transferable skills for a job application.

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Essential content

LO1 Explore the importance of ongoing professional development and self-directed learning to enhance professional identity and career opportunities

Importance of ongoing professional development:

Employer benefits e.g. skilled workforce, up-to-date knowledge, competitive edge through human capital, employee engagement through development opportunities, organisational brand image

Employee benefits e.g. intrinsic motivation, personal satisfaction, increased employability, added value on CVs and future employment, ownership of role, self-directed approaches gain more buy-in

Professional standards and expectations:

Personal presentation and appearance, appropriateness of appearance in specific contexts e.g. events versus Michelin-starred restaurant, role-appropriate dress code and appearances, and Chef versus Front of House receptionist

Importance of projecting the brand image

Maintaining professional standards – conduct in the workplace, representation out of work

Working responsibly and ethically

Common skills expected in the workplace:

Business skills audits, personal/professional skills, soft skills (EQ related) versus hard skills (IQ related) and appropriateness in given contexts

Soft skills and behaviours e.g. self-confidence, communications, delegation, networking, creative thinking and initiative

Hard skills e.g. maths, accounting, programming, statistics, use of technology

Customer service skills in understanding and meeting customer needs and expectations

Importance of cultural awareness and sensitivity for working in a culturally diverse sector

Team leading and development

Tuckman's model of group development

LO2 Assess own skills, competences and the different learning and development approaches

Self-assessment approaches and techniques:

Self-evaluation models e.g. technical and soft skills audits, personal SWOT analysis, personality trait assessment

Identifying team characteristics using Belbin team roles

Competences comparison against job specifications and required personal and professional skills

Learning and development approaches:

Learning approaches – behaviourist, cognitive and humanist

Learning theories e.g. Gagné's theory of instruction, VAK learning styles, Honey & Mumford learning cycle, Kolb's learning cycle, Bloom's taxonomy, Social Learning theory, Bandura's self-efficacy theory

Developmental options – formal training, on-job training, shadowing, buddying, self-directed study, secondment, coaching and mentoring, job rotation, workshops, conferences, social learning and networking

Aligning development options with specific work contexts

LO3 Design a professional development plan, within a specific work context

Writing and designing development plans:

SMART planning, contextualised design, appropriate formats for practical application

Cohesive personal and professional development:

Developing combinations of skills and competences e.g. hard skills, soft skills, technical skills, personal demeanour/conduct, appearance and presentation

Proactive learning and evaluation:

Taking ownership, requesting advice/guidance, showing initiative in developmental processes, recording learning

Employer involvement:

Management support, appropriate notification and consent, agreed monitoring and guidance

LO4 Demonstrate a range of service industry and transferable skills for a job application

Effective CV Writing:

Presentation format of a CV

Key information to include in a CV

Tailoring the CV to the specific job role

Interview processes and preparation:

First, second and third stage processes, group tasks and behaviours during interviews

Research of organisations to establish role requirements and key words in job advertisements

Time management and personal conduct, practice and rehearsal, body language and speech

Generating evidence of skills and experiences:

Evidence e.g. achievements and awards, qualifications, CPD records, appraisals, guest comment forms, peer review forms, previous employer references and referrals

Learning Outcomes and Assessment Criteria

Pass		Merit	Distinction
LO1 Explore the importance of ongoing professional development and self-directed learning to enhance professional identity and career opportunities			LO1 LO2 D1 Critically evaluate own skills and competences to meet the employer expectation of professional skills required for employment within a specific job role
P1 Examine the key benefits of ongoing professional development for different stakeholders within a specific organisation		M1 Evaluate the importance of ongoing professional development and the associated professional skills requirements within a specific organisational context	
P2 Investigate professional employer expectations of skills and competences within a specific organisational context			
LO2 Assess own skills, competences and the different learning and development approaches			
P3 Assess own abilities, skills and competences for a specific job role		M2 Evaluate own skills and competences and the most appropriate developmental approach to develop personal and professional skills for a specific job role	
P4 Review a range of learning theories and approaches used for personal and professional development processes			
LO3 Design a professional development plan, within a specific work context			D2 Produce a comprehensive development plan that sets out clear and achievable targets, strategies and outcomes of learning and training within a specific work context
P5 Construct a development plan to enhance chosen skills and competencies within a specific work context		M3 Provide a detailed development plan that applies underpinning learning and development theory, in a specific work context	

Pass	Merit	Distinction
<p>LO4 Demonstrate a range of service industry and transferable skills for a job application</p>	<p>M4 Evaluate a job interview process and the obstacles and challenges to overcome</p>	<p>D3 Produce a detailed and coherent critical reflection of an interview process and own abilities during this process</p>
<p>P6 Undertake a job interview for a suitable service industry role</p> <p>P7 Review key strengths and weaknesses of an applied interview process</p>		

Downloaded from cornerstone.edu.in

Recommended resources

Textbooks

COTTRELL, S. (2015) *Skills for Success: Personal Development and Employability*. Basingstoke: Palgrave Macmillan.

KIRTON, B. (2012) *Brilliant Workplace Skills for Students & Graduates*. Harlow: Prentice Hall.

LOON, M. (2016) *Professional Practice in Learning and Development; How to design and deliver plans for the workplace*. London: Kogan Page Ltd.

ZOLLER, K. and PRESTON, K. (2014) *Enhancing your executive edge: How to develop the skills to lead and succeed*. New York: McGraw-Hill Education.

Websites

www.cipd.co.uk

Chartered Institute of Personnel
Development

CPD information

(General Reference)

www.hosco.com

HOSCO Recruitment

Global Careers Advice and Jobs

(General Reference)

www.hospitalityguild.co.uk

Hospitality Guild

Careers Advice and News

(General Reference)

Unit 4: The Travel and Tourism Business Toolkit

Unit code	T/616/2009
Unit type	Core
Unit level	4
Credit value	15

Introduction

Everyone needs to understand the business they work in – not just their own part of it, but how all the different aspects link together. The actions of a travel and tourism manager can have an impact on other areas, and their actions can affect interrelationships with those departments, so students will need to understand this to be able to make effective, informed decisions.

Every business requires future leaders to have a level of understanding of key factors to drive both profitability and brand success, using tools such as human capital planning to recruit and retain the best staff, and interpreting and applying financial indicators to drive profitability or gain market share.

This unit is designed to provide students with the skills they need to become competent managers in a travel and tourism environment. This will prepare them to understand important principles with regard to performance indicators, both financial and non-financial, human resources management, and other key factors affecting the modern business environment.

The unit aims to give students the opportunity to develop their business acumen, covering a number of different business activities applied within the travel and tourism industry context. These include understanding the business climate and key principles of revenue management, recruitment and retention of staff, effective communication, and dealing with legislation and regulation.

Learning Outcomes

By the end of this unit students will be able to:

1. Examine the key principles of revenue management for the travel and tourism industry
2. Assess how to manage the Human Resources (HR) life cycle within the context of an HR strategy
3. Illustrate the potential impact of the legal and ethical considerations on a travel and tourism business
4. Explain how to manage budgets and maintain statistical and financial records.

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Essential Content

LO1 Examine the key principles of revenue management for the travel and tourism industry

Travel and tourism characteristics:

Key characteristics of the travel and tourism industry e.g. seasonality, perishability, vulnerability and competition that influence pricing strategies

The economics of travel and tourism based on marginal cost principle and low profit margins

Revenue management:

Definition of yield and revenue management

Application of tools of revenue management in the travel and tourism sector: capacity utilisation, discount allocation, duration control and late booking strategies

Measuring yield: potential room rates and air fares, occupancy percentage, multiple occupancy percentage, load factors and yield calculation

The importance of revenue management, application, strategies and implementation

LO2 Assess how to manage the Human Resources life cycle within the context of an HR strategy

The HR life cycle:

The concept of the HR/employee life cycle and HR solutions for ensuring effective management of key stages of the HR life cycle: recruitment and selection, onboarding and orientation, exit and transition

Different recruitment/interview methods to best fit for the role required

Performance management, training and development, succession planning and maintaining employee motivation to retain staff

Managing a multicultural and international team, and promoting equality and diversity

Key HR legislation considerations in relation to the HR life cycle

LO3 Illustrate the potential impact of the legal and ethical considerations on a travel and tourism business

Legislation and legal responsibilities:

The relationship between regulations, legislation and standards

The implications and impacts of various legislation e.g. environmental legislation, consumer and passenger rights, freedoms of the air and bilateral agreements

Legislation on data protection and confidentiality

Rules and regulations relating to cybersecurity

Employee legislation: equal opportunities, anti-discrimination, safeguarding

Ethical considerations:

Business ethics

Corporate social responsibility

Employment law and its impacts on business decisions and contracts:

How employment law is defined

Application of law in cases of maladministration or breaches

LO4 Explain how to manage budgets and maintain statistical and financial records

The use of financial statements and reports to communicate financial positions with stakeholders

Monitoring sales targets and figures

Sales reporting mechanisms

Preparing budgets, budget control techniques and using budgetary targets to identify variances

How to interpret business performance from profit and loss statements

Learning Outcomes and Assessment Criteria

Pass		Merit	Distinction
LO1 Examine the key principles of revenue management for the travel and tourism industry			D1 Critically analyse the principles of revenue management and its application in a specific sector of the travel and tourism industry
<p>P1 Discuss the rationale and principles of revenue management for the travel and tourism industry</p> <p>P2 Investigate how a specific sector of the travel and tourism industry applies revenue management tools to generate and maximise profit</p>	M1 Analyse the impact of differentiated pricing strategies on revenue management in a specific sector of the travel and tourism industry		
LO2 Assess how to manage the Human Resources life cycle within the context of an HR strategy			D2 Make valid judgements and recommendations on how HR processes and documents can be improved for effective talent planning throughout the HR life cycle
<p>P3 Review the different stages of the HR life cycle applied to a specific travel and tourism job role, and their importance for retaining and developing talent</p> <p>P4 Develop a performance management plan for a specific travel and tourism job role, applying techniques to resolve negative behaviour and to overcome issues of staff retention</p>	M2 Evaluate the importance of the HR life cycle in relation to strategic talent management and overcoming issues of staff retention		

Pass		Merit	Distinction
LO3 Illustrate the potential impact of the legal and ethical considerations on a travel and tourism business			D3 Critically reflect on the potential impacts of regulations, legislation and ethical principles on decision-making in the travel and tourism industry
<p>P5 Explore specific legislation that organisations in the travel and tourism industry have to adhere to</p> <p>P6 Using specific examples, illustrate how company, employment and contract law has a potential impact on business decision-making in the travel and tourism industry</p>	<p>M3 Using specific examples, examine the potential implications of regulations, legislation and standards on decision-making in the travel and tourism industry</p>		
LO4 Explain how to manage budgets and maintain statistical and financial records			D4 Evaluate business performance based on financial statements reports for organisations within the travel and tourism industry
<p>P7 Explore the different types of financial statements and reporting mechanisms for organisations within the travel and tourism industry</p> <p>P8 Explain the importance and value of budgets for controlling business performance and identifying variances</p>	<p>M4 Interpret financial statements and reports for organisations within the travel and tourism industry</p>		

Recommended resources

Textbooks

ARMSTRONG, M. and TAYLOR, S. (2014) *Armstrong's Handbook of Human Resource Management Practice*. 13th ed. London: Kogan Page.

ALTINAY, L. and BROOKES, M. (2015). *Entrepreneurship in Hospitality and Tourism*. Oxford: Goodfellow Publishers.

HOLLOWAY, C. and HUMPHREYS, C. (2016) *The Business of Tourism*. 10th ed. Harlow: Pearson.

HORNGREN, C., SUNDEN, G., STRATTON, W., BURGSTALHER, D. and SCHATZBERG, J. (2013) *Introduction to Management Accounting*. Global ed. Harlow: Pearson.

MCLANEY, E. and ATRILL, P. (2014) *Accounting and Finance for Non-Specialists*. 9th ed. Harlow: Pearson.

Websites

www.cipd.co.uk

Chartered Institute of Personnel and Development

(General Reference)

www.hospa.org

HOSPA Hospitality, Finance, Revenue and IT professionals

(General Reference)

www.mindtools.com

Mind Tools Essential Skills for an Excellent Career

Forming, Storming, Norming, and Performing

(Articles)

Unit 5: Leadership and Management for Service Industries

Unit code	D/616/1792
Unit type	Core
Unit level	4
Credit value	15

Introduction

The ability to lead and manage effectively is highly sought after by service industry employers as they seek to produce and develop managers that can motivate, enthuse and build respect throughout their workforce.

This unit is a Pearson-set unit. Tutors will choose a topic based on a theme and selection of topics provided by Pearson (this will change annually). This will enable students to explore and examine a relevant and current topical aspect of leadership and management in the context of the service sector environment.

The unit enables students to gain understanding of leadership and management principles, and to review their potential for a career in management in the service sector. After exploring organisations' structures and cultures, students will learn classical management theories and leadership styles, and how these are applied to managing commercial organisations.

In addition to the students gaining a good understanding of how management theories are practised in today's industries, they will also evaluate effective management and leadership skills for the service industries through application and reflection on skills required and applied in a service industry context.

***Please refer to the accompanying Pearson-set Assignment Guide and Theme and Topic Release document for further support and guidance on the delivery of the Pearson-set unit.**

Learning Outcomes

By the end of this unit students will be able to:

1. Review classical management theories and leadership styles
2. Explore the factors that influence different management styles and structures in a service industry context
3. Assess current and future management and leadership skills for the service sector
4. Demonstrate management and leadership skills in a service industry context.

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Essential content

LO1 Review classical management theories and leadership styles

Organisational structure and culture:

Different types of organisational structures e.g. unitary, centralised, de-centralised, divisional, matrix, process

Organisational culture definition, types e.g. Handy's theory, Deal and Kennedy

Determinants of culture, cultural change and ethical issues

Management and leadership:

The functions of management related to different theories of management e.g. classical management, administrative (Fayol), scientific (Taylor), behavioural and contingency theory

The definitions and differences of both a leader and manager

The role of the leader versus the role of the manager

Different leadership styles

Motivational management e.g. Maslow, Herzberg

LO2 Explore the factors that influence different management styles and structures in a service industry context

Internal organisational factors:

Complex business demands and alignment

Complex financial and investment management

Internal relationships, organisational structures and culture

Innovation

Multicultural and international workforce

Employee engagement and commitment

External factors:

Managing diverse talent, stakeholders and customers

Globalisation and promoting global capabilities

Digital and innovative disruption e.g. Airbnb, HomeStay and Onefinestay

Mobile and intuitive interface developments creating a personalised service economy e.g. Foursquare

Experience creation versus brands

LO3 Assess current and future management and leadership skills for the service sector

Management skills:

The characteristics and skills of an effective manager e.g. team dynamics, planning, decision-making, strategic mindset, problem-solving, communicating (verbal and non-verbal), motivating, delegating, managing discipline and dealing with conflict

Approaches to management e.g. task orientation and relationship orientation

Leadership skills:

Soft skills e.g. communication, delegation, inspirational motivation, positive attitude, trustworthiness, creative thinking and innovative problem-solving, giving and receiving feedback, taking responsibility for both success and failure, cultural sensitivity, global outlook and agility

Approaches to successful leadership e.g. situational, transformational and inspirational leadership

The hard skills of management versus the soft skills of leadership

The growing importance of 'soft skills' for the service industries

Developing capabilities and self-awareness:

The importance and significance of reflective practice for career development

LO4 Demonstrate management and leadership skills in a service industry context

The Service industry context:

Differentiate between the many roles and responsibilities of a service sector manager

Different communication processes and strategies applied in different contexts

Principles of change management

Developing leaders in the service industry context:

Redefining capabilities and leadership qualities for a dynamic environment

Development of multicultural leaders from different backgrounds and perspectives

Investment in management and leadership development

Coaching and mentoring opportunities

Learning Outcomes and Assessment Criteria

Pass		Merit	Distinction
LO1 Review classical management theories and leadership styles			D1 Evaluate a specific service sector organisation's current management and leadership styles making links to theorists and providing evidence of organisational practice
P1 Assess different classical management theories and apply these in a service industry context		M1 Analyse management and leadership styles in a specific service sector organisation in relation to organisational structure and culture	
P2 Explain the role of the leader and different leadership styles in a service sector industry context			
P3 Review the management and leadership styles in a specific service sector organisation			
LO2 Explore the factors that influence different management styles and structures in a service industry context			D2 Critically analyse how specific management styles have been influenced and changed by internal and external factors in a selected service industry organisation
P4 Investigate the internal and external factors that influence management styles and structures in a selected service industry organisation		M2 Analyse the internal and external factors that influence management styles and structures in a selected service industry organisation, identifying strengths and weaknesses	

Pass		Merit	Distinction
LO3 Assess current and future management and leadership skills for the service sector			LO3 LO4
P5 Asses current management and leadership 'hard' and 'soft' skills, providing evidence from specific service sector examples		M3 Evaluate current and future management and leadership skills that are crucial for the service sector	D3 Critically evaluate how, in response to change, management and leadership skills in the service sector have developed
P6 Discuss future management and leadership skills required by the service sector and how these can be achieved			
LO4 Demonstrate management and leadership skills in a service industry context			
P7 Compare and contrast different service industry organisations' change management systems and leadership in implementing change		M4 Analyse how change management affects management and leadership skills and styles	

Recommended resources

Textbooks

BROOKS, I. (2008) *Organisational Behaviour: Individuals, Groups and Organisation*. 4th ed. Harlow: Pearson.

COLE, G.A. (2011) *Management: Theory and Practice*. 7th ed. London: Cengage Learning.

HUCZYNSKI, A.A and BUCHANAN, D.A. (2013) *Organisational Behaviour: an Introductory Text*. 8th ed. Harlow: Pearson.

MULLINS, L. (2016) *Management and organisational behaviour*. 11th ed. Harlow: Pearson.

ROBBINS, S.P and JUDGE, T.A. (2008) *Essentials of Organisation Behaviour*. 9th ed. New Jersey: Prentice Hall.

SHEPPARDSON, C. and GIBSON, H. (2011) *Leadership and Entrepreneurship in the Hospitality Industry*. Oxford: Goodfellow Publishers.

Websites

www.cipd.co.uk

Chartered Institute of Personnel
Development

Leadership Factsheet

(General Reference)

www.i-l-m.com

Institute of Leadership and
Management

(General Reference)

www.lmi-world.com

Leadership Management
International

(General Reference)

Unit 19: Research Project

Unit code	A/616/1802
Unit type	Core
Unit level	5
Credit value	30

Introduction

This unit a Pearson-set unit. Students will choose their own project based on a theme provided by Pearson (this will change annually). The project must be related to their specialist pathway of study (unless the student is studying the general pathway). This will enable students to explore and examine a relevant and current topical aspect of travel and tourism in the context of the travel and tourism environment and their chosen specialist pathway.

The aim of this unit is to offer students the opportunity to engage in sustained research in a specific field of study. The unit enables students to demonstrate the capacity and ability to identify a research theme, develop research aims, objectives and outcomes, and present the outcomes of such research in both written and verbal formats. The unit also encourages students to reflect on their engagement in the research process, during which recommendations for future, personal development are key learning points.

On successful completion of this unit, students will have the confidence to engage in problem-solving and research activities which are part of the function of a manager. Students will have the fundamental knowledge and skills to enable them to investigate workplace issues and problems, determine appropriate solutions and present evidence to various stakeholders in an acceptable and understandable format.

***Please refer to the accompanying Pearson-set Assignment Guide and the Theme Release document for further support and guidance on the delivery of the Pearson-set unit.**

Learning Outcomes

By the end of this unit a student will be able to:

1. Examine appropriate research methodologies and approaches as part of the research process
2. Conduct and analyse research relevant to a service industry research project
3. Communicate the outcomes of a service industry research project to identified stakeholders
4. Reflect on the application of research methodologies and concepts.

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Essential Content

LO1 Examine appropriate research methodologies and approaches as part of the research process

Developing a research proposition:

The importance of developing methodical and valid propositions as the foundation for a research project

Rationale – the purpose and significance for research question or hypothesis

The value of the philosophical position of the researcher and the chosen methods

Use of Saunders's research onion as a guide to establishing a methodological approach

Literature review:

Conceptualisation of the research problem or hypothesis

The importance of positioning a research project in context of existing knowledge

Significance and means of providing benchmarks by which data can be judged

Qualitative, quantitative and mixed method research:

Key theoretical frameworks for research

Advantages and limitations of qualitative and quantitative research approaches and methods

LO2 Conduct and analyse research relevant to a service industry research project

Research as a process:

Research has distinct phases which support a coherent and logical argument
This includes using secondary research to inform a primary, empirical study

Selecting a sample:

The importance of gathering data and information (qualitative or quantitative) to support research analysis

Selecting sample types and sizes that are relevant to the research

Considering sampling approaches and techniques including probability and non-probability sampling

Ethics, reliability and validity:

Ethical research

How is this achieved and reported?

Reliable research (similar results would be achieved from a similar sample) and valid (the research measures what it aimed to measure)

Analysing data:

Using data collection tools e.g. interviews and questionnaires.

Using analytical techniques e.g. trend analysis, coding or typologies.

LO3 Communicate the outcomes of a service industry research project to identified stakeholders

Stakeholders:

Who are they?

Why would they be interested in the research outcomes?

What communication method do they expect?

Communicating research outcomes:

Different methods of communicating outcomes e.g. written word, spoken word, and the medium e.g. report, online, presentation

Convincing arguments:

No matter what the method/medium, all research should be convincing and presented logically where the assumption is that the audience has little or no knowledge of the research process

The importance of developing evaluative conclusions

LO4 Reflect on the application of research methodologies and concepts

Reflection for learning and practice:

Difference between reflecting on performance and evaluating a research project. The former considers the research process; the latter considers the quality of the research argument and use of evidence

Reflection on the merits, limitations and potential pitfalls of the chosen methods

The cycle of reflection:

To include reflection in action and reflection on action

Considering how to use reflection to inform future behaviour and future considerations

Reflective writing:

Avoiding generalisation and focusing on personal development and the research journey in a critical and objective way

Learning Outcomes and Assessment Criteria

Pass	Merit	Distinction
LO1 Examine appropriate research methodologies and approaches as part of the research process		LO1 LO2 D1 Critically evaluate research methodologies and processes in application to a travel and tourism research project, to justify chosen research methods and analysis
P1 Produce a research proposal that clearly defines a research question or hypothesis, supported by a literature review	M1 Evaluate different research approaches and methodology, and make justifications for the choice of methods selected, based on philosophical/theoretical frameworks	
P2 Examine appropriate research methods and approaches to primary and secondary research		
LO2 Conduct and analyse research relevant to a service industry research project		
P3 Conduct primary and secondary research using appropriate methods for a travel and tourism research project that considers costs, access and ethical issues	M2 Discuss merits, limitations and pitfalls of approaches to data collection and analysis	D2 Communicate critical analysis of the outcomes and make valid, justified recommendations
P4 Apply appropriate analytical tools, analyse research findings and data		
LO3 Communicate the outcomes of a service industry research project to identified stakeholders		
P5 Communicate research outcomes in an appropriate manner for the intended audience	M3 Coherently and logically communicate outcomes to the intended audience, demonstrating how outcomes meet set research objectives	

Pass	Merit	Distinction
<p>LO4 Reflect on the application of research methodologies and concepts</p>		<p>D3 Demonstrate reflection and engagement in the research process, leading to recommended actions for future improvement</p>
<p>P6 Reflect on the effectiveness of research methods applied for meeting objectives of the travel and tourism research project</p>	<p>M4 Provide critical reflection and insight that results in recommended actions for improvements and future research considerations</p>	
<p>P7 Consider alternative research methodologies and lessons learnt in view of the outcomes</p>		

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Recommended Resources

Textbooks

COSTLEY, C., ELLIOT, G. and GIBBS, P. (2010) *Doing Work Based Research: Approaches to Enquiry for Insider-researchers*. London: Sage.

FLICK, U. (2011) *Introducing Research Methodology: A Beginner's Guide to Doing a Research Project*. London: Sage.

GRAY, D. (2009) *Doing Research in the Real World*. 2nd ed. London: Sage.

SAUNDERS, M., LEWIS, P. and THORNHILL, A. (2012) *Research Methods for Business Students*. 6th ed. Harlow: Pearson.

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Unit 20: Tourism Consumer Behaviour and Insight

Unit code	D/616/2019
Unit type	Core
Unit level	5
Credit value	15

Introduction

Creating memories and joyous experiences for consumers is a key dimension affecting the profitability and growth of any tourism organisation. To understand the factors that influence customers' decisions is invaluable in marketing and operating your travel and tourism business.

This unit is designed to enhance students' knowledge and understanding of the consumer's decision-making processes, from needs recognition through research, the evaluation of alternatives, purchase and post-purchase evaluation. While students will learn the underpinning theories and frameworks, they will also be expected to relate these to real-world examples, including their own personal experiences.

An important part of marketing is understanding the processes behind how a consumer makes the decision to purchase a product and/or service.

The knowledge, understanding and skill sets that students will gain on successfully completing this unit will enhance their career opportunities, whether setting up in business independently or being employed by a travel and tourism organisation.

Learning Outcomes

By the end of this unit a student will be able to:

1. Examine the factors that influence tourism consumer behaviour and attitudes
2. Demonstrate the ability to map a path to purchase in a tourism context, including the decision-making process
3. Evaluate appropriate forms of research to understand influences on the tourism consumer decision-making process
4. Evaluate how marketers influence the different stages of the tourism consumer decision-making process.

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Essential Content

LO1 Examine the factors that influence tourism consumer behaviour and attitudes

Introduction to consumer behaviour:

The definition of consumer behaviour

The various factors that influence consumer behaviour: cultural, social, personal and psychological

Lifestyle determinants of demand for tourism

The challenges of quality service delivery to meet consumer expectations

The impact of digital technology on changing consumer behaviour and attitudes

Emerging consumer trends affecting the tourism industry

LO2 Demonstrate the ability to map a path to purchase in a tourism context, including the decision-making process

Introduction to consumer decision-making:

Models of tourism consumer decision-making e.g. Schmoll and Mathieson and Wall models

The value of mapping a path to purchase: the consumer decision journey from pre-purchase, purchase, receive and post-purchase

Levels of tourism consumer decision-making – extensive problem-solving, limited problem-solving and routine response behaviour

Four views of tourism consumer decision-making: economic, passive, emotional and cognitive

Factors that influence decision-making:

The influence of heuristics on decision-making

The influence of elements of the marketing mix on decision-making

The influence of new technologies e.g. online transactions and purchasing, interactive personalised services, media platforms for ratings and reviews

LO3 Evaluate appropriate forms of research to understand influences on the tourism consumer decision-making process

Researching different stages of the decision-making process:

The differences between Business to Consumer (B2C) and Business to Business (B2B) decision-making processes

How market research differs between B2B and B2C

This covers skills sets, research methodology, sample sizes, the importance of tele-depth interviews and applying the Pareto principle

Influences on the decision-making process:

Personality, self and motivation

Measures of consumer learning: recognition and recall, attitudinal and behavioural

Understanding aspects of consumer perception: dynamics, imagery and risk

LO4 Evaluate how marketers influence the different stages of the tourism consumer decision-making process

Approaches to consumer learning: behavioural and cognitive:

Influence of culture and sub-culture on consumer behaviour

Patterns of buyer behaviour

Role of opinion leaders in influencing purchasing decisions

How tourism organisations use an understanding of buyer behaviour to influence the decision-making process

The use of digital audience research developments to understand and influence consumer behaviour

Learning Outcomes and Assessment Criteria

Pass		Merit	Distinction
LO1 Examine the factors that influence tourism consumer behaviour and attitudes			D1 Critically analyse the emerging trends in consumer behaviour and attitudes, using specific examples from the tourism industry to support your arguments
P1 Investigate the different cultural, social, personal and psychological factors that influence consumer behaviour and attitudes within a tourism context P2 Explore how consumer trends are changing due to the impact of digital technology	M1 Analyse how cultural, social, personal and psychological factors that influence consumer behaviour and attitudes are changing and driving trends in tourism		
LO2 Demonstrate the ability to map a path to purchase in a tourism context, including the decision-making process			LO2 LO3 LO4 D2 Critically evaluate the application of appropriate theories, concepts and models that influence and impact upon the tourism decision-making process, supported by specific tourism examples and contexts
P3 Examine the stages of the consumer decision-making journey and map a path to the purchasing for a given tourism service P4 Explore why it is important for marketers to map a path to purchase and understand consumer decision-making in the tourism sector	M2 Evaluate how marketers are responding to the decision-making process, applying relevant examples from the tourism sector		

Pass	Merit	Distinction
<p>LO3 Evaluate appropriate forms of research to understand influences on the tourism consumer decision-making process</p>		
<p>P5 Compare and contrast the key differences of the tourism decision-making process in the context of B2C and B2B, using specific tourism examples</p> <p>P6 Evaluate the different approaches to market research and methods of research used for understanding the decision-making process</p>	<p>M3 Provide a coherent and justified evaluation of how different factors influence tourism decision-making and buying behaviour, supported by specific tourism examples</p>	
<p>LO4 Evaluate how marketers influence the different stages of the tourism consumer decision-making process</p>		
<p>P7 Evaluate how marketers can influence the different stages of the tourism decision-making process, giving specific tourism examples</p>	<p>M4 Critically evaluate how marketers influence each stage of the decision-making process, with reference to relevant methods and models applied</p>	

Recommended Resources

Textbooks

BOWIE, D. and BUTTLE, F. (2011) *Hospitality Marketing Principles and Practice*. 2nd ed. Oxford: Routledge.

DIXIT, K. (2017) *The Routledge Handbook of Consumer Behaviour in Hospitality and Tourism*. 1st ed. Oxford: Routledge.

JAHARI, V. (2017) *Hospitality Marketing and Consumer Behavior: Creating Memorable Experiences*. 1st ed. Waretown, New Jersey: Apple Academic Press.

SWARBROOKE, J. and HORNER, S. (2016) *Consumer Behaviour in Tourism*. 3rd ed. Oxford: Routledge.

Downloaded from cornerstone.edu.in

Electives

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Unit 12: Passenger Transport Services

Unit code	J/616/2015
Unit level	4
Credit value	15

Introduction

Passenger transport services provide exciting and challenging career opportunities for well-qualified individuals working in research, strategic planning and marketing, product development and promotion, customer contact, and on-board crew.

The aim of this unit is to provide students with an understanding of the strategic importance of passenger transport services in today's modern world. Each passenger transport service industry will be examined in relation to structure, organisation and management. The current trends influencing the sectors will also be examined and the implications this has for managing transport services.

Learning Outcomes

By the end of this unit students will be able to:

1. Explain the different types, size and scope of passenger transport services
2. Analyse the development of the passenger transport industry to meet the needs and demands of travellers
3. Investigate the principles of passenger transport management applied to a chosen case study
4. Assess strategic and tactical decisions made by international passenger transport operators.

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Essential content

LO1 Explain the different types, size and scope of passenger transport services

Structure and organisation:

Air: by size (flag carriers, independent, schedule, charter), destinations served (short, medium, long, ultra-long haul), and by markets served (leisure, business, mixed)

Airline alliances

Airports by size and management structure

Rail: by ownership (public, private), operators and routes (inter-city, regional, local, airport services)

Stations by size and management structure

Road: bus and coach by ownership (public, private), operators and routes (inter-city, regional, local)

Coach terminals by size and management

Taxi operators and services

Sea: by sector, operator and size (ferry, cruise, river, fleets)

Passenger shipping terminals by size and management

The differences in operations of the passenger air, rail, road and shipping industries

LO2 Analyse the development of the passenger transport industry to meet the needs and demands of travellers

Evolution of transport systems and services:

Air: the impact of technology on developments of passenger aircraft e.g. supersonic jets, Boeing 777x and terminals e.g. online reservations, self-service check-in, e-ticketing, mobile boarding passes, facial recognition at immigration to increase passenger comfort and safety

Airport retail developments and expanding commercial activities

Differentiation of products and services for economy, business and first-class passengers

Rail: the impact of technology on trains e.g. inter-city, high speed, on-board services

Station retail developments and expanding commercial activities

Differentiation of products and services for classes of rail travel

Road: the impact of technology on long-distance inter-city coach design and facilities

The use of Big Data and mobile technologies impacting on services

Disruptive innovation e.g. rise of Uber and Lyft

Sea: the impact of technology on ferries and cruise vessels e.g. mega ferries

Shipboard innovations and technological advances in cruise ship developments and infrastructure requirements

Innovative design of interior and exterior of ships to cater for specialist passenger needs e.g. disabilities

Specific services to meet culturally diverse range of passengers

LO3 Investigate the principles of passenger transport management applied to a chosen case study

Planning issues:

Local management structure and different departmental activities

Different stakeholder requirements

Product development and route expansion

Scheduling and timetabling operations to meet performance and safety targets

Administration, monitoring and reporting

Financial aspects:

Different types of pricing policies and costings of transport systems

The distinction between fixed and variables costs

The principles of yield management

Sustainable management:

Sustainable planning and logistics

Offsetting carbon footprint

CSR initiatives

Staffing:

Head Office functional roles e.g. product development, marketing, human resources

On-board crew provision, and resourcing and allocation

Staff management, work shift rotas and coordinating staff training

Legal:

Regulatory and legal requirements e.g. Health and Safety, security, environmental, passenger charters and economic regulation

Regulatory bodies e.g. Civil Aviation Authority (CAA), Cruise Lines International Association (CLIA)

LO4 Assess strategic and tactical decisions made by international passenger transport operators

Strategic decisions:

Market positioning, target markets, image, branding, capacities, pricing

Distribution channels, intensive, selective, online (internet, social media), intermediaries (tour operators, travel agencies, tourist organisations)

Business expansion, horizontal and vertical integration advantages and disadvantages, investment in new product development

Corporate social responsibility, environmental and social awareness, sustainable tourism, responsible management

Tactical decision-making:

Response to the competition, discounting, late sales

Response to external factors: terrorism, political and civil unrest, natural and man-made disasters, changes in economies and currency fluctuations

Fluid pricing, yield management, maximising transport and accommodation occupancy, consolidations

Learning Outcomes and Assessment Criteria

Pass		Merit	Distinction
LO1 Explain the different types, size and scope of passenger transport services			L01 L02 D1 Critically evaluate on the effectiveness of passenger transport services and operations in terms of satisfying the demands and needs of passengers, using a range of examples
P1 Discuss the different types, size and scope of passenger transport services, including air, rail, road and sea	M1 Analyse the different passenger transport operations and services of passenger air, rail, road and sea industries		
LO2 Analyse the development of the passenger transport industry to meet the needs and demands of travellers			
P2 Summarise key historical milestones in the development of passenger transport services P3 Analyse the most current developments in transportation and terminals to satisfy the demands and needs of passengers	M2 Evaluate current developments and trends in passenger transport and terminals for meeting passenger needs and expectations, using a range of examples		
LO3 Investigate the principles of passenger transport management applied to a chosen case study			D2 Make recommended solutions to resolve a range of issues in application to a chosen organisation
P4 Examine a range of issues in passenger transport management applied to a chosen organisation	M3 Evaluate the outcomes of measures taken to address a range of issues faced by management in a chosen organisation		
LO4 Assess strategic and tactical decisions made by international passenger transport operators			D3 Critically evaluate strategic decisions and the impact of external factors, making justified recommendations
P5 Review strategic and tactical decisions made by passenger transport industries, providing specific examples of a passenger transport operator	M4 Evaluate external factors that can adversely affect strategic decisions and recommend responses and solutions for specific examples of a passenger transport operator		

Recommended resources

Textbooks

BUDD, L. and ISON, S. (2016) *Air Transport Management, an International Perspective*. Oxford: Routledge.

COOK, N.G. and BILLIG, B. (2017) *Airline Operations and Management*. Oxford: Routledge.

FLETCHER, J. et al. (2013) *Tourism, Principles and Practice*. 5th ed. Harlow: Pearson.

GIBSON, P. (2012) *Cruise Operations Management*. Oxford: Routledge.

GLOVER, J. (2013) *Principles of Railway Operation*. Shepperton: Ian Allan Publishing.

GROSS, S. (2014) *Introduction to Tourism Transport*. Wallingford: CABI.

HOLLOWAY, J.C. and HUMPHREYS, C. (2016) *The Business of Tourism*. 12th ed. Harlow: Pearson.

PEDERSEN, R. (2015) *Western Ferries, Taking on the Giants*. Edinburgh: Birlinn Ltd.

RYSZKA-ONIONS, A. (2016) *Ocean Ships*. 17th ed. Shepperton: Ian Allan Publishing.

Websites

www.cruising.org

Cruise Lines International
Association

(General Reference)

www.iata.org

International Air Transport
Association

(General Reference)

www.maritimejournal.com

Maritime Journal

(Research)

www.passengertransport.co.uk

Passenger Transport Magazine

Articles, news, trends

(General Reference)

Unit 13: Global Tourism Destinations

Unit code	L/616/2016
Unit level	4
Credit value	15

Introduction

This unit provides students with an understanding of the scale, nature and development of tourism at a global level.

Students will use statistics to analyse the scale and value of tourism in all global regions. Having identified trends, they will explain these trends, most notably that of continued growth. They will be required to examine the growth in different global regions and specific destinations. Research will take the form of the interpretation of the United Nations World Tourism Organisation (UNWTO) and other statistics, the analysis of emerging destinations, and broad reading of relevant academic theories of tourism and tourism growth.

Learning Outcomes

By the end of this unit students will be able to:

1. Examine the scale and nature of global tourism
2. Assess the growth and characteristics of key emerging markets and destination regions
3. Explore the roles of key organisations in the development of global tourism
4. Appraise threats, issues and challenges to the future development of global tourism.

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Essential content

LO1 Examine the scale and nature of global tourism

Global tourism statistics, trends and flows:

Statistical data including visitor flows, arrivals, expenditure, revenue generation, market-share for national and international tourism

Key trends and predicted outlook for national, international and continental markets

World's top tourism destinations and how these have changed over time

Tourism-generating areas:

The characteristics of the main tourism-generating regions of the world based on demographics, economic and geographical factors

Tourism-receiving areas:

The characteristics of the main tourism-receiving regions of the world based on location, climate, environment, culture and economic factors

LO2 Assess the growth and characteristics of key emerging markets and destination regions

Growth and scale of tourism destinations in different global regions:

The geographical appeal of different tourism destinations e.g. coastal beach resorts, islands, national parks, wildlife reserves and protected landscapes

The historical and cultural appeal of tourism destinations including cities, towns, regions for distinctive cultural traditions, customs and architecture

The 4 A's of destinations: Attractions, Amenities, Access and Ancillary Services

Mature destinations versus emerging destinations

The stages of the destination area life cycle (Butler)

Emerging markets:

Factors leading to the growth of specific markets and destinations

Strategies and tactics employed by emerging destinations

Future predictions and forecasts

LO3 Explore the roles of key organisations in the development of global tourism

Key organisations:

Organisations which influencing global tourism – National and International agencies e.g. World Tourism Organisation (WTO), International Air Transport Association (IATA), United Nations (UN), European Union (EU)

Multinational tourism providers, travel agents, tour operators

The role, aims and policies of organisations

The significance and influence of tourist organisations

LO4 Appraise threats, issues and challenges to the future development of global tourism

Economic:

The impact of new and emerging economies on supply and demand

Economic factors that affect global tourism development e.g. rising levels of income, disposable income, prosperity versus recession and exchange rate fluctuations

The impact of rising aviation taxation and fluctuating fuel costs

Political:

The growth or regionalism and pressure for independence affecting entry and exit policy, travel restrictions, tariffs, safety, terrorism perceptions of safety

Environmental:

The key environmental concerns as identified by the United Nations Environment Programme (UNEP): climate change, environmental damage and depletion and loss of biodiversity

Additional factors e.g. pollution, disease, environmental legislation, public opinion, power use

Social trends:

Changing customer requirements and expectations driven by advances in technology, fashions, changing activities and events

Technological trends:

Impacts on marketing of destinations using multi-media platforms and integrated marketing channels (IMC)

The use of mobile technologies and cloud technology in raising destination awareness and interaction with visitors

The use of online distribution channels, expanding accessibility to information and bookings

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Learning Outcomes and Assessment Criteria

Pass		Merit	Distinction
LO1 Examine the scale and nature of global tourism			L01 L02
P1 Interpret statistics to accurately present an overview of the nature and trends of tourism on a global scale		M1 Analyse how the scale and nature of tourism on a global level has been influenced by the emerging economies	D1 Critically evaluate the impact of both key and emerging markets, and significant factors affecting global tourism
P2 Investigate the characteristics of key tourist-generating and receiving areas of the world			
LO2 Assess the growth and characteristics of key emerging markets and destination regions			
P3 Determine specific reasons for the growth of key global tourism-generating and receiving areas of the world		M2 Evaluate and compare the importance of different factors affecting and driving tourism statistical trends in a range of different global regions	
P4 Compare and contrast the differences between a range of emerging global tourism destinations in relation to stages of the destination life cycle, factors driving growth, and strategies employed			

Pass		Merit	Distinction
LO3 Explore the roles of key organisations in the development of global tourism			LO3 LO4 D2 Make justified recommendations for Government and other international organisations for managing future tourism development in response to threats, issues and challenges
P5 Investigate the role and responsibilities of key international organisations in the development of global tourism	M3 Evaluate the significance of key organisations in the growth and development of global tourism		
LO4 Appraise threats, issues and challenges to the future development of global tourism			
P6 Review the significance of various threats, issues and challenges to the future development of global tourism	M4 Analyse the implications of significant threats, issues and challenges to global tourism		

Recommended resources

Textbooks

MULLER, D. and WIECKOWSKI, M. (2018) *Tourism in Transitions: Recovering Decline, Managing Change (Geographies of Tourism and Global Change)*. New York: Springer.

REID, D.G. (2014) *Tourism, Globalization and Development: Responsible Tourism Planning*. London: Pluto Press.

THEOBALD, W. (2016) *Global Tourism*. 3rd ed. Oxford: Routledge.

Websites

www.data.worldbank.org

The World Bank

Research, Data and Statistics

(General Reference)

www.statista.com

Statista

Statistics, publications and research

(General Reference)

www.unwto.com

United Nations World Tourism
Organisation

Market Trends, Statistics and data

(General Reference)

www.wttc.com

World Travel and Tourism Council

Research

(General Reference)

Unit 16: Marketing Essentials for Travel and Tourism

Unit code	R/616/2017
Unit level	4
Credit value	15

Introduction

This unit is designed to introduce students to the principles of marketing, enabling them to develop a basic marketing plan and to employ elements of the marketing mix to achieve results. While they will learn the underpinning theories and frameworks, they will also be able to relate these to real-world examples, including products/services that they encounter in their own daily lives.

Tourism organisations such as Expedia, British Airways and Hilton, and small local independent businesses all have at least one thing in common: they all use marketing to influence us to engage with their products and/or services. Whether it is becoming a loyal customer, buying a product and service or donating to a charity, organisations use a range of marketing techniques and tools to inform and influence us.

The knowledge, understanding and skill sets that students will gain on successfully completing this unit will enhance their career opportunities, whether setting up their own business or being employed by an organisation.

Learning Outcomes

By the end of this unit a student will be able to:

1. Explain the role of marketing and how it interrelates with other functional areas of a travel and tourism organisation
2. Compare ways in which travel and tourism organisations use elements of the marketing mix (7Ps) to achieve overall business objectives
3. Develop a basic marketing plan to meet marketing objectives for a travel and tourism organisation.

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Essential Content

LO1 Explain the role of marketing and how it interrelates with other functional areas of a travel and tourism organisation

Definitions and the marketing concept:

Definitions of marketing

The development of the marketing concept, including current and future trends in travel and tourism marketing

The nature of marketing travel and tourism and different marketing approaches

How the external environment influences and impacts upon marketing activity

The role of marketing:

The structure and operations of marketing departments

Overview of marketing processes that include analysis, strategic planning and the marketing mix

The different roles of travel and tourism marketing within both a Business to Consumer (B2C) and Business to Business (B2B) context

The interrelationships of functional units:

Marketing as a business function

The different roles of and interrelationships between marketing and other functional areas of tourism business

LO2 Compare ways in which travel and tourism organisations use elements of the marketing mix (7Ps) to achieve overall business objectives

The 7Ps marketing mix:

Product: Differences between products and services, importance of brands, product development and product lifecycle

Product image and product placement

Price: Pricing context, pricing strategies and tactics

Place: The chain of distribution and shifts in channel management and distribution

Promotion: Integrated communication mix and promotional tools

The use of the Awareness Interest Desire Action (AIDA) model

People: The different roles of 'people' in marketing, including customer interfacing and support personnel

The different skills, attitudes and behaviour of people delivering the product or service to customers

Physical evidence: The tangible aspects of service delivery – visual, aural and olfactory elements

The role of the servicescape and the service encounter

Process: Systems and processes involved in delivering a consistent service. Different types of processes used to expedite the marketing function.

Achieving overall business objectives:

The shift from the 4Ps to the 7Ps and the significance of the extended marketing mix.

An overview of the marketing planning process (analysis, planning, implementation and control) and marketing strategy.

LO3 Develop a basic marketing plan to meet marketing objectives for a travel and tourism organisation

Marketing planning:

The importance and value of marketing plans

The links between marketing plans, marketing objectives and marketing strategies

Evaluating and monitoring marketing plans using appropriate control and evaluation techniques such as sales analysis, market-share analysis, efficiency ratios and cost-profitability analysis

Structure and development of marketing plans:

Market segmentation and target market selection

Setting goals and objectives, situational analysis tools and techniques, creating a marketing strategy and allocation of resources and monitoring and control measures

Learning Outcomes and Assessment Criteria

Pass		Merit	Distinction
LO1 Explain the role of marketing and how it interrelates with other functional areas of a travel and tourism organisation			D1 Critically analyse and evaluate the key elements of the marketing function and how they interrelate with other functional units of a travel and tourism organisation
P1 Explain the key roles and responsibilities of the marketing function	M1 Analyse the roles and responsibilities of marketing in the context of the marketing environment		
P2 Explain how roles and responsibilities of marketing relate to the wider organisational context of a travel and tourism organisation	M2 Analyse the significance of interrelationships between marketing and other functional units of a travel and tourism organisation		
LO2 Compare ways in which travel and tourism organisations use elements of the marketing mix (7Ps) to achieve overall business objectives			LO2 LO3 D2 Design a strategic marketing plan that tactically applies the use of the 7Ps to achieve overall marketing objectives for a travel and tourism organisation
P3 Compare the ways in which different organisations apply the marketing mix to the marketing planning process to achieve business objectives	M3 Evaluate different tactics applied by organisations to demonstrate how business objectives can be achieved		
LO3 Develop a basic marketing plan to meet marketing objectives for a travel and tourism organisation			
P4 Produce a basic marketing plan for a travel and tourism organisation to meet marketing objectives	M4 Produce a detailed, coherent evidence-based marketing plan that applies the marketing mix to meet marketing objectives for a travel and tourism organisation		

Recommended Resources

Textbooks

BLYTHE, J. and MARTIN, J. (2016) *Essentials of Marketing*. 3rd ed. Harlow: Pearson.

BOWIE, D. and BUTTLE, F. (2016) *Hospitality Marketing: Principles and Practice*. 3rd ed. Oxford: Routledge.

GROUCUTT, J. and HOPKINS, C. (2015) *Marketing (Business Briefings)*. London: Palgrave Macmillan.

JOBBER, D. and CHADWICK, F. (2016) *Principles and Practice of Marketing*. 8th ed. Maidenhead: McGraw-Hill.

KOTLER, P., BOWEN, J. et al. (2016) *Marketing for Hospitality and Tourism*. 7th ed. Harlow: Pearson.

MCDONALD, M. and WILSON, H. (2016) *Marketing Plans: How to Prepare Them, How to Use Them*. 8th ed. Chichester: John Wiley and Sons.

Websites

www.ama.org

American Marketing Association

(General Reference)

www.cim.co.uk

Chartered Institute of Marketing

(General Reference)

Learning Outcomes

By the end of this unit students will be able to:

1. Examine the complexities and nature of integrated airline operations
2. Investigate the commercial management of an airline and the main routes of income and revenue
3. Evaluate the key issues and challenges of safety management that affect airline operations
4. Analyse how air transport operators minimise economic and environmental impacts to meet sustainable business growth and objectives.

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Essential content

LO1 Examine the complexities and nature of integrated airline operations

Different functional areas:

The roles and responsibilities of different functional areas of airline operations: commercial, operations, crew, catering, finance, ground operations and maintenance

Business to Business (B2B) and Business to Consumer (B2C) operations

The value and utilisation of both hard and soft skills in achieving and managing operational objectives

The differences between sales distribution channels and marketing strategies for scheduled and non-scheduled carriers

Interrelationships between the functional areas:

The links and interrelationships between different functional departments to achieve overall business objectives

Issues of conflict between departments e.g. commercial versus operations, operations versus maintenance

The airline programme plan and International Air Transport Association IATA slot co-ordination

Air broker/Private Charter operations:

The value of an air broker in securing an alternative supply of aircraft

The importance of client relationship management and business development in securing a repeat customer base

B2B versus B2C operations

LO2 Investigate the commercial management of an airline and the main routes of income and revenue

Costs of operations:

Direct costs of operations e.g. costs of fuel, crew, maintenance, on-board catering, passenger services, sales distribution costs and depreciation

Revenue versus direct costs of operations

Economic effects on costs of operations: routes, frequency, traffic, fares

Revenue management:

Yield management – capacity and load factors

Profit margins and realistic revenue targets

Pricing strategies and the differences between scheduled and non-scheduled carriers

Forecasting and cost analysis

Financial implications of aircraft performance management

LO3 Evaluate the key issues and challenges of safety management that affect airline operations

Issues and challenges:

The importance of awareness and continual monitoring of environmental, economic and political threats

The relevant international and national regulations for airline and passenger safety management

Conflicts of interest between commercial business objectives and operational constraints

Crisis management:

Contingency planning for aircraft emergency and emergency procedures

Emergency plans and the co-ordination of emergency services

LO4 Analyse how air transport operators minimise economic and environmental impacts to meet sustainable business growth and objectives

Economic and environmental impacts of aircraft operations:

Positive and negative impacts of aircraft operations

Sustainable management:

Sustainable management approaches/initiatives e.g. carbon footprint offsetting, biodegradable fuels, new fuel aircraft design

Sustainable management plans and use of indicators to monitor sustainability

Learning Outcomes and Assessment Criteria

Pass		Merit	Distinction
LO1 Examine the complexities and nature of integrated airline operations			D1 Critically analyse the complexities of airline operations from both a B2B and B2C perspective
P1 Investigate the different functional departments of airline operations		M1 Analyse the complexities of airline operations, structures and interrelationships in fulfilling organisational objectives	
P2 Explore the relationship between functional departments and how they link to organisational objectives and structure from both B2B and B2C perspectives			
LO2 Investigate the commercial management of an airline and the main routes of income and revenue			D2 Critically analyse different revenue management techniques and make justified recommendations on how a commercial airline can improve sales and profits to meet overall business objectives
P3 Discuss the main income streams for generating revenue of a commercial airline		M2 Analyse how the principles of yield management, aircraft utilisation and pricing strategies adopted by a commercial airline maximise sales and profits to meet overall business objectives	
P4 Investigate the different management techniques and strategies applied for maximising sales and profit to generate revenue			
LO3 Evaluate the key issues and challenges of safety management that affect airline operations			LO3 LO4
P5 Conduct a PESTLE analysis of the macro environment to assess the key issues, threats and challenges that face the commercial aviation industry		M3 Critically evaluate the key factors that are currently affecting the commercial airline industry	D3 Provide justified recommendations based on critical reflection for future sustainable developments and strategies to minimise impacts and achieve sustainable key performance indicators

Pass	Merit	Distinction
<p>LO4 Analyse how air transport operators minimise the economic and environmental impacts to meet sustainable business growth and objectives</p>		
<p>P6 Analyse the economic and environmental factors that are affecting the commercial airline industry</p>	<p>M4 Critically analyse the measure and initiatives employed by airlines to minimise adverse impacts to meet sustainable objectives, providing specific examples</p>	
<p>P7 Appraise the measures and initiatives taken by airlines to minimise adverse impacts of economic and environmental factors</p>		

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Recommended resources

Textbooks

BUDD, L. and ISON, S. (2016) *Air Transport Management. An International Perspective*. New York: Routledge.

COOK, G. and BILLIG, B. (2017) *Airline Operations and Management: A Management Textbook*. Oxford: Routledge.

DEMPSEY, P.S. and GESELL, L.E. (2012) *Airline Management: Strategies for the 21st Century*. 3rd ed. Chandler, Arizona: Coast Aire Publications.

HOLT, M. and POYNER, P. (2016) *Air Carrier Operations*. 2nd ed. Newcastle, Washington: Aviation Supplies and Academics Inc.

SHAW, S. (2011) *Airline Marketing and Management*. 7th ed. Oxford: Routledge.

Websites

www.atwonline.com

Air Transport World
(Research)

www.caa.co.uk

Civil Aviation Authority
(General Reference)

www.Iata.org

International Air Transport
Association
(General Reference)

www.icao.int

International Civil Aviation Authority
(General Reference)

Unit 25: Strategic Destination Planning

Unit code	K/616/2024
Unit level	5
Credit value	15

Introduction

Well-managed tourism destinations are more likely to generate 'wise growth' in their visitor economy, maximising the benefits of that growth in long-term, additional income and jobs.

Destinations are diverse and multifaceted, creating individual challenges, opportunities and stakeholders to work with, so there can be no 'one size fits all' for destination management. Creating a strategic vision and joint plan, or Destination Management Plan (DMP), can help unite organisations, acting as a shared statement of intent to manage, develop and promote a destination over a specific period of time. A DMP identifies the roles of the different stakeholders, sets out clear actions and allocates resources.

This unit supports the application and development of analytical skills and encourages an appreciation of the planning process when developing a tourism destination. Students will investigate a range of 'macro' factors that impact on successful destination development and explore the role and importance of situational analysis to ensure full understanding of the destination's strengths and weaknesses, and the opportunities and threats it faces.

Students will have an opportunity to analyse and evaluate the planning approach taken in different destinations, and evaluate the different strategies in place. They will also develop a destination plan, thus enabling them to consolidate and apply the learning from the overall unit.

Learning Outcomes

By the end of this unit students will be able to:

1. Analyse the components of a destination management plan and factors to consider during development
2. Conduct situational analysis to establish strategic vision and objectives for a destination management plan
3. Devise and implement strategic goals and tactics to achieve overall vision and objectives for a destination management plan
4. Evaluate the process, implementation and evaluation of destination management planning.

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Essential content

LO1 Analyse the components of a destination management plan and factors to consider during development

The destination management plan:

What is a destination management plan (DMP)

The purpose of the destination management plan

Managing both the demand and supply aspects

The key elements of the destination management plan:

The need for stakeholder collaboration and who should be involved

Situational analysis and the importance of understanding current tourism businesses performance, issues and trends

Establishing appropriate vision and mission statements, goals and objectives

Shaping the strategic direction and setting strategic goals and strategies

Tactical implementation and action planning

Methods of monitoring and evaluating the overall effectiveness of the destination management plan

Key factors to consider:

The stage of destination life cycle

Alignment with wider policy framework and regulatory environment

Ethical planning and sustainability

Crisis management and planning

Importance of collaboration and communication between key stakeholders

Allocation of responsibilities and performance management indicators

LO2 Conduct situational analysis to establish strategic vision and objectives for a destination management plan

Situational analysis:

Identification and use of different information and market research sources (primary and secondary, quantitative and qualitative) to understand current performance, issues and trends

Analytical tools for planning and competitive positioning

Competitor analysis

Review of the macro and micro environment and the factors influencing destination tourism

Destination review: quantity and quality of tourism providers, resources and tourism support services

Identification and mapping engagement of key stakeholders (visitors, tourism businesses, public sector)

Setting vision and objectives:

The outcomes of situational analysis and identifying overall principles and objectives for tourism management

The importance of engagement of stakeholders in vision and implementation

The need to ensure clarity of vision and goals

Setting clear and measurable objectives that balance both qualitative and quantitative

LO3 Devise and implement strategic goals and tactics to achieve overall vision and objectives for a destination management plan

Formulate strategy:

What is strategy and different types of strategy

Different strategic options e.g. cost leadership, differentiation, focus, product or market development, market penetration

Different strategic options for development, planning and marketing of a destination

Implement strategies:

Setting tactical measures aligned to chosen strategic options

Focus of investment and resources e.g. physical environment, skills infrastructure, accommodation stock

LO4 Evaluate the process, implementation and evaluation of destination management planning

Evaluate outcomes of destination management planning:

Mechanisms for measuring and monitoring delivery of the plan

Setting milestones with tangible outputs, assignment of performance indicators, measurable metrics and analytics

Plan for review and evaluation schedule agreed

Risk mitigation and contingency planning

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Learning Outcomes and Assessment Criteria

Pass		Merit	Distinction
LO1 Analyse the components of a destination management plan and factors to consider during development		M1 Critically analyse the importance of different factors to consider when developing a destination management plan	D1 Critically analyse the importance of a range of factors to consider when developing a destination management plan and justify their potential influence on the outcomes of the planning process
P1 Analyse the major components and purpose of a destination management plan for a specific destination	P2 Assess factors to consider during the development of a destination management plan		
LO2 Conduct situational analysis to establish strategic vision and objectives for a destination management plan		M2 Analyse the key outcomes of situational analysis to establish appropriate strategic objectives for a destination management plan	D2 Develop a destination management plan that critically analyses a diverse range of information sources through its situational analysis to support justified and feasible objectives
P3 Produce an internal and external assessment of a specific destination, applying appropriate analytical models for a destination management plan	P4 Illustrate how the outcomes of situational analysis inform the development of the overall vision and strategic objectives for a destination management plan		

Pass		Merit	Distinction
<p>LO3 Devise and implement strategic goals and tactics to achieve overall vision and objectives for a destination management plan</p>			<p>D3 Justify the choice of strategic goals and provide an implementation schedule of tactical measures to successfully achieve strategic objectives</p>
<p>P5 Assess the different options available when formulating strategic goals for managing a specific destination</p> <p>P6 Produce a strategic destination management plan with strategic goals and tactics for the planning, development and marketing of a specific destination</p>	<p>M3 Produce a range of valid strategic goals that are informed by situational analysis and tactical measures used to implement strategy for a specific destination</p>		
<p>LO4 Evaluate the process, implementation and evaluation of destination management planning</p>			<p>D4 Make valid and justified recommendations to improve monitoring and evaluation of a destination management plan to meet key performance indicators</p>
<p>P7 Review different strategic options and evaluate the opportunities and risks in each case</p> <p>P8 Evaluate the importance of monitoring the delivery of a destination management plan and select mechanisms to enable effective monitoring of a destination management plan</p>	<p>M4 Critically evaluate mechanisms used for the implementation and monitoring of the delivery of a destination management plan, providing recommendations</p>		

Recommended resources

Textbooks

AGARWAL, S. and SHAW, G. (2007) *Managing Coastal Tourism Resorts A Global Perspective*. Clevedon: Channel View Publications.

EDGELL, D. and SWANSON, J.R. (2013) *Tourism Policy and Planning: yesterday, today and tomorrow*. 2nd ed. Oxford: Routledge.

KOZAK, M. and KOZAK, N. (2015) *Destination Marketing: An International Perspective*. Oxford: Routledge.

MORRISON, A. (2018) *Managing and Marketing Tourism Destinations*. 2nd ed. Oxford: Routledge.

Websites

www.destinationmarketing.org Destination Marketing Association
International
(General Reference)

www.eyefortravel.com Eye for Travel
Social Media and Marketing
(General Reference)

Unit 30: Innovative Cultural and Heritage Management

Unit code	F/616/2028
Unit level	5
Credit value	30

Introduction

This unit looks at innovative cultural and heritage management and its role within the cultural tourism industry. Throughout the unit, students will gain an awareness of the growth and development of the cultural and heritage tourism industry, and the issues attached to developments of cultural and heritage destinations and attractions, in both the natural and built environment. They will gain knowledge on the past, present and future of cultural tourism, and the relationship between traditional and contemporary culture.

The unit will also offer students an opportunity to develop their own entrepreneurial and creative skills when planning for the management of a cultural and heritage tourism development. They will have the opportunity to investigate innovative ideas on how culture and heritage can be interpreted and made accessible to a wide audience with the use of modern technology. When planning for cultural and heritage development, students will analyse how organisations and the host community collaborate to minimise negative impacts and utilise positive impacts for growth and development.

Learning Outcomes

By the end of this unit students will be able to:

1. Explore the growth and development of cultural and heritage tourism
2. Investigate innovative ideas for presenting and interpreting cultural and heritage tourism
3. Analyse cultural and heritage tourism issues and their impacts
4. Plan for the sustainable development and management of cultural and heritage tourism.

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Essential content

LO1 Explore the growth and development of cultural and heritage tourism

Defining cultural tourism:

The definition of culture and different concepts of culture

High versus low culture

The shift from traditional cultural consumption to heritage, popular culture and living cultural attractions

The meaning of heritage and heritage tourism e.g. living cultural heritage, dark heritage and built heritage

Growth and development by typology:

Typologies of tourism, specifying regions of specific cultural and heritage interest

Tangible and intangible cultural and heritage tourism products and experiences

The heritage spectrum as an overlapping concept

Motivation of tourist:

The cultural tourist profile and typology of cultural tourist's roles

Intrinsic and extrinsic motivations of cultural tourists: escapism, allocentric disposition (Plog), exoticism, experiential metempsychosis e.g. ritualistic behaviour, explorer/drifter (Cohen)

The heritage tourist profile

Contemporary trends in cultural and heritage tourism:

Global trends in cultural tourism and destination management

Statistical data trends in cultural and heritage tourism for destinations, regions and areas

Experiential tourism and authenticity

Niche developments e.g. dark tourism, religious heritage and eco-museums

Role and purpose of innovative cultural and heritage tourism:

Meeting different stakeholder requirements e.g. for education, research, recreation, entertainment

Status versus the industry e.g. regeneration, income generation, market positioning

LO2 Investigate innovative ideas for presenting and interpreting cultural and heritage tourism

Innovative interpretation and creativity:

Different methods of interpretation including enactments e.g. role-play, performance, stories, tours, drama, carnivals and festivals

The use of audio-visual and other sensory techniques to recreate intangible cultural experiences

The impact of interactive digital technology on creating personalised experiences of cultural and heritage tourism

Interactive websites e.g. virtual tours and use of innovative 3D images

Multi-media platforms for accessibility and information

Creating the imagescape through innovative design

Innovative packaging of cultural and heritage tourism:

Developing cultural trails and routes, creating cultural sightseeing itineraries and tours

The purpose and development of trails and routes

Developing hotel and ticket packages e.g. theatre breaks/themed weekends

Use of destination smartcards to promote cultural resources

LO3 Analyse cultural and heritage tourism issues and their impacts

Issues and challenges:

Applying the PESTLE framework: political, economic, socio-cultural, technological, legal and environmental

Issues of commodification, exploitation, staged authenticity and selective interpretation

Conservation versus visitation

Heritage under threat from tourism and exploitation

Positive and negative impacts on:

The organisation/destination, the environment, the host community, the tourist

Conservation and preservation versus commercialisation and growth of visitors

LO4 Plan for the sustainable development and management of cultural and heritage tourism

Planning of cultural and heritage tourism:

Rationale, creative interpretation of culture, sustainability in the use of area/site/building, spatial planning and landscaping, and the consideration of challenges and issues (PESTLE)

Funding for cultural and heritage tourism projects

Developing the visitor management plan:

The purpose of a visitor management plan

Situational analysis and the importance of understanding visitor audiences, issues and trends

Establishing appropriate vision and mission statements, goals and objectives

Shaping the strategic direction and setting strategic goals and strategies

Tactical implementation and action planning

Methods of monitoring and evaluating the overall effectiveness of the visitor management plan

Strategic management of cultural and heritage tourism:

Devising appropriate mission statements and goals that balance the drivers of commercialism and sustainability

Tools and techniques for measuring and managing sustainability e.g. carrying capacity, environmental impact risk assessment and use of sustainable indicators

Controlling demand and flows of visitors e.g. pricing policies and strategies, ticketing, permits and licensing

Niche marketing and de-marketing during peak seasons

The importance of partnerships and collaboration for managing cultural and heritage tourism

Operational management of cultural and heritage tourism:

Tools and techniques for visitor control: charging, activity zoning, use of signs, mobile devices and guides to ease congestion, park and ride

Queuing techniques e.g. allocated time slots, fast-track service queues, entertaining visitors

Staff training in cultural identity and cultural diversity

Hard management versus soft visitor management techniques

Learning Outcomes and Assessment Criteria

Pass		Merit	Distinction
LO1 Explore the growth and development of cultural and heritage tourism			D1 Critically analyse the growth and development of cultural and heritage tourism attractions, destinations and activities, justifying future recommendations for improvements
P1 Examine the growth and development of the cultural and heritage tourism industry	P2 Analyse the factors that influence the motivation of tourists to visit and experience cultural and heritage tourism attractions, destinations and activities	M1 Critically analyse the growth and development of cultural and heritage tourism attractions, destinations and activities driven by tourism demand	
LO2 Investigate innovative ideas for presenting and interpreting cultural and heritage tourism			D2 Critically evaluate different types of interpretation methods applied by a specific cultural or heritage tourism attraction and make recommendations for improvements
P3 Discuss how cultural and heritage tourism is portrayed, presented and developed through the use of creativity and innovation	P4 Examine a specific type of cultural or heritage tourism attraction, its' role and purpose and how this is portrayed and presented to an intended audience through creative and innovative techniques	M2 Evaluate different types of interpretation methods applied by a specific cultural or heritage tourism attraction	

Pass		Merit	Distinction
LO3 Analyse cultural and heritage tourism issues and their impacts			D3 Make valid recommendations on how a specific cultural or heritage tourism attraction could further minimise its negative impacts to meet the overall sustainable objectives
<p>P5 Analyse a range of different issues and challenges affecting areas/activities of a specific cultural or heritage tourism attraction</p> <p>P6 Analyse how working collaboratively with stakeholders supports sustainable objectives to minimise negative impacts</p>	<p>M3 Critically analyse how stakeholders interrelate and work together to minimise negative impacts and utilise positive impacts for growth and development for a specific cultural or heritage tourism attraction</p>		
LO4 Plan for the sustainable development and management of cultural and heritage tourism			D4 Produce a strategic visitor management plan that critically evaluates the visitor experience and provides justified strategies and actions for enhancing and improving the visitor experience to meet sustainable objectives
<p>P7 Produce a visitor management plan for a specific cultural or heritage tourism destination or attraction</p> <p>P8 Devise management strategies to be put in place as part of the integral plan for development to meet objectives</p>	<p>M4 Produce a visitor management plan that enhances and improves the visitor experience to meet sustainable objectives</p>		

Recommended resources

Textbooks

DU CROS, H. and MCKERCHER, B. (2014) *Cultural Tourism*. 2nd ed. Oxford: Routledge.

EDELHEIM, J. (2016) *Tourist Attractions: From Object to Narrative (Tourism and Cultural Change)*. Bristol: Channel View Publications.

MCORMICK, R. (2014) *Marketing Cultural and Heritage Tourism: A World of Opportunity*. Oxford: Routledge.

YUPARK, H. (2013) *Heritage Tourism*. Oxford: Routledge.

Websites

www.culturaltourism-network.eu

European Cultural Tourism
Network

(General Reference)

www.darktourism.org

The Dark Tourism Forum

(General Reference)

www.iaapa.org

The International Association of
Amusement Parks and
Attractions

(General Reference)

www.icomos.org

International Council on
Monuments and Sites

(General Reference)

www.tram-research.com

Global Cultural Tourism
Research Atlas

(General Reference)

Unit 37: Digital Sales and Marketing

Unit code	R/616/2034
Unit level	5
Credit value	15

Introduction

Keeping tour operating businesses at the forefront of customers' attention online is now vital to ensure success and increase income. The use of digital marketing is essential for an industry that strives for higher quality leads, increased passenger numbers and higher average booking values. The aim of this unit is to familiarise students with the major advancements taking place in digital sales and marketing, and how they can be used effectively within the tourism industry.

In the 21st century, it is vital to have a planned, efficient, online marketing strategy, promoting brands through various forms of digital media. Content, customer experience and platforms are core elements of digital marketing. It is also now essential to offer customers a convenient way to buy using mobile devices. The use of social media to share travel knowledge and expertise with customers can deliver against a range of objectives including turning brand loyalty into more bookings and tapping into particular online communities to expand target markets.

This unit is designed to provide students with practical and useful skills, and knowledge of online sales and marketing, by presenting the underpinning theories and development of diverse digital platforms and continuing to develop this into practical application.

The knowledge, understanding and skill sets that students will gain on successfully completing this unit will enhance their career opportunities, whether they choose to market their own tourism business or become employed by an organisation.

Learning Outcomes

By the end of this unit students will be able to:

1. Demonstrate an understanding of digital sales and marketing channels and the opportunities and challenges they offer within the tour operating sector
2. Assess key digital tools and platforms for both sales and marketing activities for the tour operating sector
3. Design a digital sales and marketing campaign for a tour operations business
4. Evaluate methods of monitoring and measuring digital marketing effectively.

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Essential content

LO1 **Demonstrate an understanding of digital sales and marketing channels and the opportunities and challenges they offer within the tour operating sector**

Digital sales and marketing channels:

Definition of digital sales and marketing channels, highlighting the differences between both sales and marketing, and online and offline concepts

The key benefits of digital sales and marketing

Major digital sales and marketing tools and their uses within the tourism industry

Opportunities of digital sales and marketing:

The importance of developing effective digital marketing activities and the opportunities available

The increase of online consumer power and demand

Current trends in personalised content marketing

The reduced cost compared to offline activities

Challenges of digital sales and marketing:

Cost implications for software, staff development and restructuring

The impact of negative publicity and meeting customer expectations in the digital age

How to compete in the digital arena and make the brand stand out

The importance of digital interaction with customers

LO2 **Assess key digital tools and platforms for both sales and marketing activities for the tour operating sector**

Digital tools and platforms:

Different types of digital sales platforms, identifying those of value to tour operators

Different types of digital marketing platforms and their use for revenue generation

Consumer life cycle stages of digital adoption

The impact of digital marketing and social media marketing on consumer behaviour e.g. use of apps, smartphones, tablets

Best practices to improve online conversations with customers

The growth of online transactions and e-commerce

LO3 Design a digital sales and marketing campaign for a tour operations business

Digital sales and marketing campaign:

Definition of the marketing campaign, content and structure

Use of SWOT analysis and PESTLE to identify sales and marketing opportunities

Creation of SMART sales and marketing objectives

Understanding customers using profiling techniques

Planning digital sales, identifying relevant digital channels

Educating customers and methods of digital communication

The use of omni-channel marketing to ensure consistency of both customer experience and branding

LO4 Evaluate methods of monitoring and measuring digital marketing effectively

Monitoring and measuring techniques:

Measurement of digital sales and marketing campaigns using Key Performance Indicators (KPIs), measurable metrics and use of analytics platforms

Performance measures using online metrics and web statistics

Frameworks for measuring the effectiveness of different platforms

Suggestions for remedial action if targets are not met

Learning Outcomes and Assessment Criteria

Pass		Merit	Distinction
LO1 Demonstrate an understanding of digital sales and marketing channels and the opportunities and challenges they offer within the tour operating sector			LO1 LO2 D1 Critically analyse digital sales and marketing channels and platforms used by the tour operating sector, justifying the platforms chosen for retaining and expanding their customer base
P1 Investigate different digital sales and marketing channels used by a range of tour operators and discuss the opportunities and challenges they offer		M1 Analyse different digital sales and marketing channels used by a range of tour operators and their opportunities and challenges, using specific examples	
LO2 Assess key digital tools and platforms for both sales and marketing activities for the tour operating sector			
P2 Assess the success of key digital platforms used to increase sales and maximise marketing efforts, and discuss how they attract customers in the tour operating sector		M2 Compare different digital sales and marketing platforms for a range of tour operators, evaluating their effectiveness in attracting and retaining customers in the tourism industry	

Pass	Merit	Distinction
LO3 Design a digital sales and marketing campaign for a tour operations business		LO3 LO4 D2 Critically evaluate the challenges and opportunities of the sales and marketing campaign, and justify the choice of methods for monitoring and measuring performance
P3 Plan a digital sales and marketing campaign using recognised marketing methods and apply this to a relevant tour operating business P4 Examine how omni-channel marketing has evolved and its application in digital sales and marketing campaigns	M3 Develop a digital sales and marketing campaign using recognised marketing methods and omni-channel marketing to effectively meet strategic objectives for market position and customer acquisition	
LO4 Evaluate methods of monitoring and measuring digital marketing effectively		
P5 Evaluate the measurement techniques and performance metrics used in digital marketing P6 Present a set of actions to improve performance in digital marketing	M4 Critically evaluate the effectiveness of monitoring and measuring digital marketing, and recommend possible improvements	

Recommended resources

Textbooks

CHAFFEY, D. and SMITH, P.R. (2017) *Digital Marketing Excellence: Planning, Optimizing and Integrating Online Marketing*. 5th ed. Oxford: Routledge.

CLAYTON, I. (2017) *Marketing Hotels and Tourism Online (WEBSITE Strategies - Inspire, engage, convert)*. Independently published.

FEIERTAG, H., HOGAN K. and HOGAN, J. (2017) *Hospitality Sales in the Digital Age*. New Jersey: Apple Academic Press.

KITCHEN, T., IVANESCU, Y. and NICHOLSON, L. (2015) *Profitable Social Media Marketing: How To Grow Your Business Using Facebook, Twitter, Instagram, LinkedIn And More*. 2nd ed. Newcastle: Exposure Publishing.

LEVINSON, J., WAIN, C., COLLICUTT, J. (ed.) and COLEMAN, K. (ed.) (Kindle Edition) (2013) *Guerrilla Tourism Marketing - Increase Your Profit by Leveraging Marketing, Technology and Relationships*. North Charleston: Create Space Publishing.

SPITERI, K. (2017) *I Just Want It to Work!: A Guide to Understanding Digital Marketing and Social Media for Frustrated Business Owners, Managers, and Marketers*. Surrey Hills: Michael Hanrahan Publishing.

Websites

www.conversationprism.com	Conversation Prism A visual map of the social media landscape (General Reference)
www.eyefortravel.com	Eye For Travel Social Media and Marketing (Research)
www.marketingweek.com	Marketing Week Strategy section (Reports)