

**FACULTY OF TOURISM AND OUTDOOR RECREATION**  
**COURSE OUTLINE**

<b>Term:</b>	<i>Fall 2016</i>	<b>Instructor:</b>	
<b>Course No:</b>	<i>TOUR 450</i>	<b>Office:</b>	
<b>Course Name:</b>	<i>Tourism Operations II</i>	<b>Telephone:</b>	
<b>Credits:</b>	<i>3</i>	<b>E-mail:</b>	
<b>Classroom/Lab:</b>		<b>Office</b>	
<b>Scheduled:</b>		<b>Hours:</b>	

**COURSE FORMAT:** 3 hours per week for 15 weeks

**PREREQUISITES:** 75 credits of 100 level or higher coursework including TOUR 250, or TOUR251 and 252, or TOUR 253, or TOUR 135

**FOURTH HOUR:** Fourth hour activities for this course may include on-line instruction, small group meetings with faculty, tutorials, field trips, or industry events.

**COURSE OUTCOMES:** This course looks at the decisions tourism businesses need to make in order to run efficient, competitive, lean and profitable operations. Students will build upon the learning achieved in the lower level operations course(s). This course has more focus on management skill sets, including advanced strategic management and financial planning than the Operations I courses. Students will explore how operations contribute to the achievement of a tourism business's strategic goals. Through case studies and applied assignments students will deepen their knowledge on the standards, design and analyses of cost controls in a tourism business.

**STUDENT LEARNING OUTCOMES:** Upon successful completion of this course, students should be able to demonstrate competence in the following abilities and skills:

**LEARNING OUTCOMES**

1. Articulate how operations contributes to the achievement of a tourism business's strategic goals, and how the various functional areas of tourism businesses interrelate
2. Evaluate and use appropriate tools and techniques such as process flowcharting in order to improve efficiencies, manage revenue, control costs, and deploy materials and staff to maintain quality, ensure safety, and meet customer expectations
3. Analyze and apply supply chain management solutions and cost controls to manage business expenses while delivering on the company's brand promise
4. Assess approaches to solving operational problems specific to tourism businesses, then use them to analyze processes in all functional areas
5. Evaluate approaches to solving operational problems specific to tourism businesses
6. Critically evaluate operations processes within tourism businesses, develop solutions for operational problems, and create a business case for why added services or various product development strategies are good for profitability
7. Manage crisis situations in a tourism operations context

**EVALUATION PROFILE:**

Assessment	% of Final Grade	Individual/Group
Assignment #1	10%	I
Test #1	15%	I
Assignment #2	15%	I
Test #2	15%	I
Assignment #3	25%	G
Final Exam	20%	I
<b>Total</b>	<b>100%</b>	

<b>GRADING PROFILE:</b>	A+=90-100%	B+ = 77-79%	C+ = 67-69%	D = 50-59%
	A =85-89%	B = 73-76%	C = 63-66%	F = 49% or less
	A-=80-84%	B- = 70-72%	C- = 60-62%	

**GRADING STANDARDS:**

- A+ All aspects of the work submitted are to exceptional standards.**  
Comprehensively researched, clear and concise, extremely well structured and designed, with a diverse and exhaustive range of evidence (e.g.: literature, other data) used effectively and critically. Demonstrates enlightening, insightful, and/or original thinking of the topics. Presented to the highest standards (e.g.: references, style, grammar, length).
- A All aspects of the work submitted are to very high standards.**  
Thoroughly researched, clear and concise, excellently structured and designed, with an extensive range of evidence (e.g.: literature, other data) used effectively and critically. Demonstrates a thorough and comprehensive understanding of the topics. Presented to very high standards (e.g.: references, style, grammar, length).
- B All aspects of the work submitted are to high standards.**  
Accurately researched, clear discussion, well structured and designed, with a good range of evidence (e.g.: literature, other data) used effectively and critically. Demonstrates a thorough understanding of the topics. Presented to high standards (e.g.: references, style, grammar, length).
- C All aspects of the work submitted are to acceptable standards.**  
Sufficiently researched, providing good discussion, reasonably well structured and designed, with an acceptable range of evidence (e.g.: literature, other data) used effectively. Demonstrates satisfactory understanding of the topics. Presented to reasonable standards (e.g.: references, style, grammar, length).
- D All aspects of the work submitted are to adequate standards.**  
Insufficiently researched, needs improvement in flow and design, and/or level of detail, with a limited range of evidence (e.g.: literature, other data) used. Demonstrates rudimentary understanding of the topics. Presented to basic standards (e.g.: references, style, grammar, length).
- F All aspects of the work submitted are below adequate standards.**  
Research, flow and design, and/or level of detail are unsatisfactory, with an insufficient range of evidence (e.g.: literature. Other data) used. Demonstrates unfamiliarity with the topics. Presented to below adequate standards (e.g.: references, style, grammar, length).

**REQUIRED TEXT and OTHER RESOURCES:**

Reading package

**COURSE CONTENT/SCHEDULE:**

<b>WEEK</b>	<b>TOPIC(S)</b>	<b>ACTIVITIES</b>
<b>1</b>	Course introduction. Review of operations management principles as they relate to the tourism industry: quality management, process improvement, demand management, customer relations management (CRM), forecasting, lean thinking, capacity planning, scheduling, inventory management, supply chain management, Enterprise Resource Planning (ERP), performance indicators, benchmarking	
<b>2</b>	Operations as strategy in the tourism industry	
<b>3</b>	Designing the service – building the service for tourism: layout, location, and process	<b>TEST #1</b>
<b>4</b>	Managing the service in tourism: Inventory management	<b>Assignment #1</b>
<b>5</b>	Managing the service in tourism: Supply chain management	
<b>6</b>	Managing the service in tourism: Demand management, CRM and forecasting	
<b>7</b>	Managing the service in tourism: Financial control	
<b>8</b>	Managing the service in tourism: Information management	<b>Test #2</b>
<b>9</b>	Improving efficiencies in tourism businesses: Lean operations	
<b>10</b>	Improving efficiencies in tourism businesses: Quality control	<b>Assignment #2</b>
<b>11</b>	Operations role in managing crises in a tourism context	
<b>12</b>	Case studies in management of tourism operations	
<b>13</b>	Case studies in management of tourism operations	<b>Assignment #3</b>
<b>14 - 15</b>	<b>FINAL EXAM PERIOD</b>	<b>Final Exam</b>

**UNIVERSITY POLICIES:**

Capilano University has policies on Academic Appeals (including appeal of final grade), Student Conduct, Cheating and Plagiarism, Academic Probation, and other educational issues. These and other policies are available on the University website.

## FACULTY POLICIES:

- Attendance:** Regular class attendance, and participation in course activities and assignments, is expected and likely essential to successfully achieving the course learning outcomes. Students are responsible for any and all content and instructions communicated during scheduled classes, in course handouts, and (if applicable) via course e-mail and websites. In cases where participation by all students is essential for conducting the planned instructional activities, attendance may be mandatory. In all cases, the attendance expectations and any penalties for missing instructional activities shall be clearly articulated on the course outline.
- Professional Behaviour:** Students must demonstrate a professional attitude and behaviour toward work, fellow students and their instructors. Each student should demonstrate reliability, respect for and cooperation with colleagues. A willingness to work calmly and courteously under difficult conditions as well as a determination to achieve first-class work while meeting deadlines is necessary. Students should have respect for equipment and systems. Students should display a constructive response to criticism.
- Professional behaviour includes appropriate language use. Appropriate language use involves using respectful, moderate, and inclusive language at all times.
- Cheating and Plagiarism:** Cheating is an act of deceit, fraud, distortion of the truth, or improper use of another person's effort to obtain an academic advantage. Cheating includes permitting another person to use one's work as their own. Plagiarism is the presentation of another person's work or ideas as if they were one's own. Plagiarism is both dishonest and a rejection of the principles of scholarship. Information about how to avoid plagiarism by proper documentation of sources is available in the Library, the Writing Centre and is published on the University website.
- Penalties for Cheating & Plagiarism:** A grade of 'O' for an examination, quiz or assignment or 'F' for the course may be assigned if cheating or plagiarism has taken place. First incidents deemed by the instructor to be particularly serious or second or subsequent incidents of cheating and plagiarism will be dealt with under the provisions of the University Policy on Cheating and Plagiarism (see the University website). All students should familiarize themselves with the University Policy on Cheating and Plagiarism as such behaviour can result in suspension from the University.
- Missed Exams & Quizzes:** Will receive a grade of 'O' unless **PRIOR** arrangements (wherever possible) are made with the instructor. Permission to make up an exam will only be given in extraordinary situations such as illness of the student or the death of a close family member. **A doctor's certificate, or other proof supporting the reason for the absence, will be required.**
- English Usage:** All assignments are marked for correct English usage, proofreading and formatting, **up to a maximum of 15% of the total mark for that assignment.**
- Assignments:** Homework assignments are due as per deadlines on your assignment detail. Moodle is time sensitive and **NO** late assignments will be accepted.

- Programmable Tools:*** The use of programmable items such as calculators and dictionaries, etc. is forbidden during tests, quizzes, and exams unless authorized by the instructor. Cell phones are not to be brought to any test, quiz or exam.
- Incomplete Grades:*** Incomplete grades will not be given unless special arrangements have been made with the instructor prior to the date set by University Administration.
- Copyright Policy:*** Students are expected to familiarize themselves with and abide by the University's Copyright Policy. The University's Copyright Policy is published on the University website.
- Emergency Procedures:*** Students are required to familiarize themselves with emergency procedures posted in the classroom.