

**BMA311**  
**Destination Management**

*Semester 2, 2009*

This unit will be offered in:

**Hobart & Launceston**

The lecturer responsible will be:

**Dr Alison Dunn (Lecturer-in-Charge)**

Room: 315 (Hobart)

Phone: 6226 1914

Email: Alison.Dunn@utas.edu.au

**<http://www.utas.edu.au/mgmt/student.htm>**

---

## Introduction to the Unit

This unit serves the overall purpose of linking the content of the core tourism units through the processes of policy formulation and planning. The unit demonstrates the need for an integrated approach to the planning, development and marketing of a destination. The concept of destination is examined at the national, state, regional and local levels and issues such as destination branding, managing destinations in crisis, and the impacts of visitors on destinations are explored. The role and functions of governments in policy, planning, regulation and management of tourism will also be examined. The unit places specific emphasis on Tasmania as a visitor destination.

### Enrolment in the unit

Unless there are exceptional circumstances, students should not enrol in BMA units after the end of week two of semester, as the School cannot guarantee:

- that any extra assistance will be provided by the teaching team in respect of work covered in the period before enrolment; and
- that penalties will not be applied for the late submission of any piece or pieces of assessment that were due during that period.

---

## Learning Outcomes

On completion of this unit, you should be able to:

- explain the different approaches employed by nations to manage their countries as tourism destinations;
- understand the nature and complexity of tourism policy and planning processes and the influence of the political context underpinning them;
- discuss the concept of destination branding as it is employed at the national, state, regional and city level to manage the image of a destination;
- debate the processes that can be employed to effectively address a crisis impacting on a visitor destination;
- explain the impact of host-visitor interactions on the planning process; and
- critically evaluate the effectiveness of the public policy, planning and management strategies employed by destinations.

---

## Generic Graduate Attributes

The University has defined a set of generic graduate attributes (GGAs) that can be expected of all graduates (see <http://www.utas.edu.au/tl/policies/index.htm>). By undertaking this unit you should make progress in attaining the following attributes:

### Knowledge

- Students will appreciate the complexity of tourism public policy formulation and planning processes.
- Students will gain an understanding of activities involved in tourism planning and destination management.

### Communication Skills

- Students will gain an appreciation of tourism planning and destination management terminology, and be able to demonstrate this ability both orally and in writing.

### Problem Solving Skills

- Students will be required to conceptualise destination planning and management problems and propose solutions.

#### Global Perspective

- Students will demonstrate awareness of the global dimensions of tourism and compare planning and destination management approaches through discussion of examples drawn from around the world.

#### Social Responsibility

- Students will gain an understanding of the ethical and stakeholder issues involved in tourism planning and destination management.

---

## Prerequisites

BMA207/307 Sustainable Tourism.

---

## Texts

### Prescribed Text

Dredge, D. & Jenkins, J. 2007. *Tourism policy and planning*, Milton Qld.: Wiley.

*Please note we will not follow the text on a week-by-week basis but draw from a range of texts and articles.*

### School Publications

Students must obtain the following electronic publications which are available from the School of Management website:

<http://www.utas.edu.au/mgmt/student.htm>

*Writing Assignments: A Guide*

*Referencing Style Manual*

---

## Recommended Reading

The publications listed below are highly recommended for further reading on the topics covered in the unit.

### Books

The books listed below are recommended for further reading on the various topics covered in the unit. You should refer to them when doing your assignments and exam preparation.

Aaker, D. 2001. *Strategic market management* (6<sup>th</sup> ed.). New York: Wiley.

Australia Productivity Commission. 2005. *Assistance to tourism: Exploratory estimates*. Melbourne: Productivity Commission.

Beirman, D. 2003. *Restoring tourism destinations in crisis: Strategic marketing approach*. Crows Nest, NSW: Allen & Unwin.

- Buhalis, D. 2005. *Tourism futures: Tourism business frontiers and tourism management and dynamics*. USA: Elsevier Science.
- Buhalis, D & Costa, C. 2006. *Tourism management dynamics: Trends, management and tools*. Oxford, UK: Butterworth-Heinemann.
- Cegielski, M. 2001. *Economic value of tourism to places of cultural heritage significance: A case study of three towns with mining heritage*. Canberra: Cooperative Research Centre for Sustainable Tourism, University of Canberra, Australian Heritage Commission.
- Chang, T. C., Teo, P. & Ho, K. 2001. *Interconnected worlds: Tourism in Southeast Asia*. Amsterdam: Pergamon.
- Dept of Environment and Heritage. 2004. *Steps to sustainable tourism: Planning a sustainable future for tourism, heritage and the environment: A tool to use when managing and developing regions, places and tourism products*. Canberra: Dept of Environment and Heritage.
- Eagles, P & McCool, S. 2002. *Tourism in national parks and protected areas: Planning and management*. Wallingford: CABI Pub.
- Glaesser, D. 2006. *Crisis management in the tourism industry*. Oxford, UK: Butterworth-Heinemann.
- Gossling, S. & Hall, C.M. 2006. *Tourism and global environmental change: Ecological, social, economic and political interrelationships*. New York: Routledge.
- Gunn, C. & Var, T. 2002. *Tourism planning: Basics, concepts, cases*. New York: Routledge.
- Hall, C.M., Jenkins, J. & Kearsley, G. 1997. *Tourism planning and policy in Australia and New Zealand*. Australia: McGraw-Hill.
- Hall, C. M. 2008. *Tourism Planning. Policies, Processes and Relationships*. Harlow: Pearson Education
- Hitchcock, M & Harrison, D. 2005. *The politics of world heritage: Negotiating tourism and conservation*. Clevedon, Buffalo: Channel View Publications.
- Holloway, C.J. 2006. *The business of tourism*. UK: Prentice-Hall.
- Horne, J. 2005. *The pursuit of wonder: How Australia's landscape was explored, nature discovered and tourism unleashed*. Carlton, Vic: Miegunyah Press.
- Kolb, B. 2006. *Tourism marketing for cities and towns*. Oxford, UK: Butterworth-Heinemann.
- Lanza, A. 2005. *The economics of tourism and sustainable development*. Cheltenham, UK: Edward Elgar Publishing, Inc.
- Law, C. M. 2002. *Urban tourism: The visitor economy and the growth of large cities*. London: Continuum.
- Laws, E. 1995. *Tourist destination management: Issues, analysis, and policies*. New York: Routledge.
- Mansfeld, Y. & Pizam, A. 2006. *Tourism, security and safety: From theory to practice*. Burlington, MA: Elsevier Butterworth-Heinemann.
- March, R & Woodside, A. 2005. *Tourism behaviour: Travelers' decisions and actions*. Wallingford, Oxfordshire, UK: CABI Pub.
- Morgan, N., Pritchard, A., & Pride, R. 2004. *Destination branding: Creating the unique destination proposition*. Oxford, UK: Butterworth-Heinemann.

- Murphy, P. E. & Cooper, C. P. 2005 *Communities as regional destinations: A development potential index*. Gold Coast, Australia: CRC for Sustainable Tourism.
- Pearce, D. 2002. *Contemporary issues in tourism development*. London: Routledge.
- Pike, S. 2004. *Destination marketing organisations*. Oxford, UK: Butterworth-Heinemann.
- Reid, D. 2003. *Tourism, globalization, and development: Responsible tourism planning*. London: Pluto Press.
- Richardson, J. & Fluker, M. 2004. *Understanding and managing tourism*. Frenchs Forest, NSW: Pearson Education Australia.
- Riley, M., Ladkin, A & Szivas, E. 2002. *Tourism employment: Analysis and planning*. Clevedon: Channel View Publications.
- Ritchie, J. R. Brent & Crouch, G. I. 2003. *The competitive destination: A sustainable tourism perspective*. Wallingford, Oxon: CABI Publishing.
- Scheyvens, R. 2002. *Tourism for development: Empowering communities*. Harlow, England: Prentice-Hall.
- Smith, V L & Brent M. 2001. *Hosts and guests revisited: Tourism issues of the 21st century*. New York: Cognizant Communication Corp.
- Sofield, T. 2003. *Empowerment for sustainable tourism development*. New York: Pergamon.
- Walker, O.C., Boyd, H.W. & Larreche, J.C. 1992. *Marketing strategy - planning and implementation*. Homewood: Irwin.
- Weaver, D. & Lawton, L. 2006. *Tourism management*. Milton, Queensland: Wiley.
- Weaver, D. & Lawton, L. 2006. *Sustainable tourism: Theory and practice*. Amsterdam: Elsevier Butterworth-Heinemann.
- Whitwell, G. Lukas, B.A. & Doyle, P. 2003. *Marketing management*. Singapore: Wiley.
- Urban, G.L. & Star, S.H. 1991. *Advanced marketing strategy*. Englewood Cliffs: Prentice-Hall.
- Urban, G.L. & Hauser, J.R. 1993. *Design and marketing of new products*. Englewood Cliffs: Prentice-Hall.

## **Journals and Periodicals**

Apart from books, you will find it valuable to use a wide range of relevant articles from journals and periodicals (including newspapers and magazines).

*Annals of Tourism Research*

*Asia Pacific Journal of Tourism Research*

*Australasian Marketing Journal*

*Current Issues in Tourism*

*International Journal of Tourism Research*

*Journal of Consumer Behaviour*

*Journal of Marketing Management*

*Journal of Sustainable Tourism*

*Journal of Tourism Studies*

*Place Branding*

---

## Flexible Learning: MyLO

MyLO software has been incorporated into the delivery of this unit to enhance the learning experience by providing access to up to date course materials and by allowing for online discussion through this web-based environment.

To access MyLO from your own computer you will need the appropriate software, and hardware to run that software. See **Learning Online** <http://uconnect.utas.edu.au/> for computer software you will need.

**Note:** Older computers may not have the hardware to run some of the required software applications. Contact your local IT support person or the Service Desk on 6226 1818 if you experience difficulties.

## Privacy Policy and Notice

The School of Management takes the utmost care to protect the privacy and security of your personal information and to ensure its accuracy.

If you have any concerns about your privacy in MyLO please contact the lecturer-in-charge of this unit or view the University of Tasmania MyLO Privacy Policy Statement available from the university website on <http://www.utas.edu.au/coursesonline/privacy.htm>.

---

## Assessment

In order to pass this unit you must achieve an overall mark of at least 50 per cent of the total available marks. Details of each item of Coursework are provided in the Assignment Topics section.

| Method of Assessment  | Value                          | Due Date                    | Length*                       |
|---|--------------------------------|-----------------------------|-------------------------------|
| <b>Coursework</b><br>6 Tutorial Papers<br>(best 4 marks are recorded) | 15 each<br>(60 marks in total) | Due at relevant<br>tutorial | 1500 words per tutorial paper |
| <b>Examination</b>  | 40                             | Exam Period                 | 3 hours                       |
| Total Marks   | 100                            |                             |                               |

\* **Word Limit:** The word count includes such items as headings, in-text references, quotes and executive summaries. It **does not** include the reference list at the end of the assignment.

## Study Week

All undergraduate units offered by the School of Management are scheduled to include a Study Week. The dates for this Semester are shown in the attached Study Schedule.

The purpose of the Study Week is to allow students an opportunity to consolidate their studies thus far, and to research coming assignments.

## **Examination**

### ***Format***

The final examination will be of three hours' duration. The examination is worth 40 per cent of your assessment.

Further details of the examination structure will be issued towards the end of the unit. The examination will be in essay format. You will be asked to answer three questions from a choice of five questions. The exam questions will be based on the material covered in the content of the lectures and tutorials. The best preparation for the exam is consistent work throughout the semester.

### ***Scheduled date and place***

Your final examination for this unit will be held during the scheduled examination period as indicated by Student Administration in correspondence to you.

Examinations will normally be scheduled Monday to Saturday inclusive. Examinations may be held during the day or evening and students should consult the university information which will be made available towards the end of semester.

You are advised to make any necessary arrangements with employers now for time off during examination period to sit this examination. Your participation at the scheduled time is not negotiable unless there are exceptional circumstances.

**Note that you will be expected to sit the examination at your recorded study centre.**

### ***Supplementary Examination***

Except in special circumstances and on the recommendation of the lecturer-in-charge or the Head of School, a student who fails will not be granted a supplementary examination.

## **Special Consideration and Student Difficulties**

If a student is experiencing difficulties with their studies or assignments, have personal or life planning issues, disability or illness which may affect their course of study, they are advised to raise these with their lecturer in the first instance. Students may also contact the Student Adviser, who will be able to help in identifying the issues that need to be addressed, give general advice, assist by liaising with academic staff, as well as referring students to any relevant University-wide support services. The Student Adviser is located in room 318a in the Commerce Building in Hobart and is contactable by phone on 6226 1916. In Launceston the Student Adviser is located in room A168 in Building A and is contactable by phone on 6324 3312. There is also a range of University-wide support services available including Student Services, International Services and Learning Development. Please refer to the *Current Students* homepage at: <http://www.utas.edu.au/students/index.html>

Should a student require assistance in accessing the Library, visit their website for more information at <http://www.utas.edu.au/library/>

Students who have completed their examinations and who feel that they have been disadvantaged due to illness or other circumstances affecting their study, may fill out a form to request that their lecturer takes this into consideration when marking the examination. Forms should be submitted directly to the relevant school, accompanied by appropriate supporting documentation, as soon as possible after the completion of the

examination. Granting of special consideration is at the discretion of the lecturer and school. The relevant form can be found at the following website:

[http://www.studentcentre.utas.edu.au/examinations\\_and\\_results/forms\\_files/index.htm#eits](http://www.studentcentre.utas.edu.au/examinations_and_results/forms_files/index.htm#eits)

Students with a non-English speaking background may be permitted to take a bilingual dictionary into an exam. This dictionary must not be annotated, that is, it must have no notes written in it. In order to use a bilingual dictionary students must request permission from the Student Centre.

---

## Submission of Coursework

### Lodging Coursework

All Coursework must have the School of Management Assignment Cover Sheet and Title Page attached, both of which are available as a blank template from the School of Management website:

<http://www.utas.edu.au/mgmt/student.htm>

**All assignments must include the tutor's name on the assignment Cover Sheets when they are handed in. If this is not done the assignment will not be accepted and therefore marked.**

Please remember that you are responsible for lodging your Coursework on or before the due date. We suggest you keep a copy. Even in the most 'perfect' of systems, items sometimes go astray.

Note that you may also be required to submit an electronic copy of your Coursework. More details of this will be given in Lectures.

*Hobart students:* Lodge in assignment box next to room 321, Commerce & Economics Building.

*Launceston students:* Lodge in assignment box beside room A170.

**All coursework must be handed in at 2.00 pm on the due date.**

### Late Coursework

#### *Written Work*

Extensions will only be granted on medical or compassionate grounds and will not be granted because of work or other commitments. Requests for extensions should be **made in writing** to the lecturer-in-charge prior to the due date. Medical certificates or other evidence must be attached and must contain information which justifies the extension sought.

Late assignments which have **not** been granted an extension will, at the lecturer's discretion, be penalised by deducting ten per cent of total marks for each full day overdue.

Assignments submitted more than six days late will normally not be accepted by the lecturer-in-charge.

#### *Tests*

Students who are unable to sit a test on medical or compassionate grounds (work or other commitments are not considered 'compassionate grounds') may request that they be permitted to submit alternative Coursework.

Please do not expect a special test to be held for you if you choose to go on holidays or undertake other activities on the scheduled date. If you do need to request alternative Coursework, you should do so in writing to the lecturer-in-charge prior to the due date. Medical certificates or other evidence must be attached and must contain information which justifies the request. The telephone number of the doctor should also be included.

## **Return of Coursework**

Coursework will be returned during classes or it can be collected from the lecturer's or tutor's room at nominated times; it will not be available from the School's offices.

## **Plagiarism**

Plagiarism is a form of cheating. It is taking and using someone else's thoughts, writings or inventions and representing them as your own, for example:

- using an author's words without putting them in quotation marks and citing the source;
- using an author's ideas without proper acknowledgment and citation; or
- copying another student's work.

**If you have any doubts about how to refer to the work of others in your assignments, please consult your lecturer or tutor** for relevant referencing guidelines, and the academic integrity resources on the web at <http://www.utas.edu.au/tl/supporting/academicintegrity/index.html>.

The intentional copying of someone else's work as one's own is a serious offence punishable by penalties that may range from a fine or deduction/cancellation of marks and, in the most serious of cases, to exclusion from a unit, a course or the University. Details of penalties that can be imposed are available in the Ordinance of Student Discipline—Part 3 Academic Misconduct, see <http://www.utas.edu.au/universitycouncil/legislation/ord9.pdf>

**The University reserves the right to submit (or to require you to submit) assignments to online plagiarism detection software, and might then retain a copy of the assignment on its database for the purpose of future plagiarism checking.**

## **Occupational health and safety (OH&S)**

The University is committed to providing a safe and secure teaching and learning environment. In addition to specific requirements of this unit you should refer to the University's policy at: [http://www.admin.utas.edu.au/hr/ohs/pol\\_proc/ohs.pdf](http://www.admin.utas.edu.au/hr/ohs/pol_proc/ohs.pdf)

---

# **Tutorial Program**

## **Tutorial Questions for Discussion**

Note that the tutorial program does not start until **Week 3** of semester.

### ***Week 3***

Analysis of place branding. Using examples of Scotland and the impact of the types of visitors a destination attracts on other potential visitors.

### ***Week 5***

Analysis of the impact of ideology on government tourism policy making – debate the need for a Federal Department of Tourism.

### ***Week 8***

Web quest on political parties stated policies and strategies for tourism.

### ***Week 9***

Analysis of the impact of stakeholders on the planning process.

### ***Week 11***

Analysis of special events and their role in destination management.

### ***Week 13***

Analysis of destination crisis management.

---

## Assignment Topics

### Tutorial Papers

*Due Date:* Hand in at tutorial

*Length:* 1500 words

*Value:* 60 marks in total 15 marks per paper; the best four papers will be included in the final mark

Tutorials start in week 3 and will take place every second week. Check the unit schedule at the end of this outline. Each of the tutorials has a topic (related to the lecture material) and some set readings. Do the readings, bring in some additional relevant readings of your choice and prepare a written paper of 1500 words in length on the topic/question. All the tutorials papers will be marked although only the best 4 out of 6 papers will be recorded as your assessed work.

## Study Schedule

Semester 2, 2009

| Week   | Start of Week | Lecture location & time  | Topic   | Due Dates      |
|--|---------------|--|---|----------------|
| 1  | 13 July       | Hobart <u>Monday</u> 2-4pm<br>Launceston <u>Tuesday</u> 12-2pm | Introduction to module; the concept of destinations                               |                |
| 2  | 20 July       | Hobart <u>Monday</u> 2-4pm<br>Launceston <u>Tuesday</u> 12-2pm | Place branding & the evolution of Tasmanian Brand & destination branding          |                |
| 3  | 27 July       | Hobart <u>Monday</u> 2-5pm<br>Launceston <u>Tuesday</u> 12-3pm | Development of tourism policy and destination management                          | Tutorial paper |
| 4  | 3 August      | Hobart <u>Monday</u> 2-4pm<br>Launceston <u>Tuesday</u> 12-2pm | Influence of govt policies on destination mgt                                     |                |
| 5  | 10 August     | Hobart <u>Monday</u> 2-5pm<br>Launceston <u>Tuesday</u> 12-3pm | Destination management planning   | Tutorial paper |
| 6  | 17 August     | Hobart <u>Monday</u> 2-4pm<br>Launceston <u>Tuesday</u> 12-2pm | Managing local & visitor values & perceptions in destinations                     |                |
| 7  | 24 August     | School of Management Study Week                                | No classes  |                |
| Mid-Semester Break 31 August—4 September   |               |  |   |                |
| 8  | 7 Sept        | Hobart <u>Monday</u> 2-4pm<br>Launceston <u>Tuesday</u> 12-2pm | Destination marketing & its influence on the visitor experience                   | Tutorial paper |
| 9  | 14 Sept       | Hobart <u>Monday</u> 2-5pm<br>Launceston <u>Tuesday</u> 12-3pm | The role of events in destination management                                      | Tutorial paper |
| 10   | 21 Sept       |  | Principles of crisis management & introduction to managing destinations in crisis |                |
| 11   | 28 Sept       | Hobart <u>Monday</u> 2-5pm<br>Launceston <u>Tuesday</u> 12-3pm | Managing destinations in crisis – case studies                                    | Tutorial paper |
| 12   | 5 October     | Hobart <u>Monday</u> 2-4pm<br>Launceston <u>Tuesday</u> 12-2pm | The destination within; marketing cities and tourism precincts                    |                |
| 13   | 12 October    | Hobart <u>Monday</u> 2-5pm<br>Launceston <u>Tuesday</u> 12-3pm | Revision & exam preparation   | Tutorial paper |
| Exam Period 24 October–10 November   |               |  |   |                |
| A Calendar/Study Planner showing dates is available from School of Management website at <a href="http://www.utas.edu.au/mgmt/student.htm">http://www.utas.edu.au/mgmt/student.htm</a> . |               |  |   |                |