

THE INSTITUTE OF COMMERCIAL MANAGEMENT

SUBJECT SYLLABUS



Management of Travel & Tourism Operations

The Place

- Inhabited Places
- What Makes a Place?
- Population Growth
- Natural Characteristics
- The Built Environment
- The People & the Patterns of Life
- The Economic Situation
- Political Standards & Systems
- Historic & Artistic Characteristics
- Media, Entertainment & Recreation
- International Links
- Pace of Change
- Urbanisation
- Places are Unfinished

Tourist Destinations

- A Destination
- Domestic Market Foundations
- Visitors
- Types of Destination
- Purposes of Travel
- General Interest Tourism
- Special Interest Tourism
- Special Interest Focus & Purpose
- Business & Professional Travel
- VFR, Health, Religious & Other Travel
- The Destination & its Three Stages
- The Destination as a Marketing Mix

Visitors

- An Initial Framework
- Travel Motivations
- What Competes?
- Ego Benefits
- Popular Culture & Mass Tourism
- The Tourism Product Includes Other Tourists
- Tourism Communities
- Visitors' Interpretation
- Not Meeting, Meeting or Exceeding Expectations
- Visitor Surveys

Product

- From Destination to Tourism Product
- The Total Product
- Product Components
- Diversification
- Change
- Space
- The Intangibles
- Accommodation
- Predominant Features
- Completeness
- The Marketing Mix

Accommodation

- Types of Accommodation
- Size & Characteristics of Units
- The Accommodation Product
- Project Feasibility
- Factors Influencing a Destination's Accommodation
- Shaping a Destination's Accommodation Mix
- The Role of Tour Operators
- A Commodity
- The Hotel Room as a Commodity
- The Health of the Hotel & Accommodation Sector

Transport

- Access
- Change
- The Travel Marketing Mix
- International Links
- Road Transport
- Railways
- Air Transport
- Marine Transport & Inland Waterways
- Visas & Facilitating Entry
- Key Transportation Points

Cycles

- Cycles in General
- Product Life Cycles
- Tourist Destinations Can Fall Away
- Changeability
- Proximity to Major Markets
- Obsolescence
- Staying Alive

Market Research

- The Objectives of Market Research
- The Business Climate
- Structure & Complexity
- Desk Research
- Intelligence
- Visitor Surveys
- The Performance of the Tour Operators
- Information Systems
- Disseminating Information
- Evaluating Results

Image

- The Image of a Destination
- The Core Image
- The Brand-Image
- Ethos
- The Contemporary Viewpoint
- Setting the Tone
- Romance, Familiarity & Intimacy
- Sign Systems
- Fiction & Reality
- Other Ideas of Reality
- The Unfinished Image

Price

- Prices & Tourism Receipts
- Tourism's Economic Impact
- Leakage
- Reducing Leakage
- Elasticity of Demand
- Price Related to the Image
- Currency Exchange Rates
- The Euro
- Anti Trust & Monopoly Controls
- Two-Tier Pricing
- Yield Management
- Key Pricing Criteria

Positioning

- The Importance of Positioning
- The Positioning of 'Classics'
- Formulating the Marketing Mix Range
- The Positioning Matrix

Promotion

- Where Does Promotion Fit In?
- What Does Promotion Consist Of?
- Public & Private Sector Roles
- Public & Private Sector Disharmony
- The Different Levels of Promotion
- Joint Public & Private Sector Approaches
- Indirect Promotion
- The Promotional Budget

Governance

- Looking at Governance
- Managing the Tourism Sector
- Approaching Tourism Sector Management
- The Role of the Government Tourism Administration (GTA)
- Words & Concepts
- Tourism Development Planning
- Consensus Building
- Involvement, Participation & Change

Sales

- Forecasting
- Selling Tourism
- Facilitation
- The Product on the Travel Agent's Shelf
- The Tour Operator's Catalogue or Brochure
- Consumer Protection
- Reservations Systems
- The Retail Travel Agency
- Checking the Retail Network
- Airlines
- Selling Business & Convention Tourism
- The Speed of Sales Decisions

Management Tools

- The Relationship Between the Public & Private Sectors
- Different Ways of Seeing Types of Approach
- Using the Tools
- Public Awareness
- A Sector-Wide Training Programme
- Developing the Destination

Regeneration & Re-engineering

- Cycles & Positioning
- Future Development
- Improvement Opportunities
- Modifying Markets & Repositioning
- Tourism Policy
- The Degree of Development
- Incentives
- Listing the Projects

Expansion

- Planning as Part of Management
- Tourism Planning
- Carrying Capacity
- Investment Promotion
- Investment Workshops
- Facilitating New Investment
- Repositioning Through Expansion
- Expansion Decisions

Quality & Standards

- Quality & Quality Management
- The Control Cycle
- The International Standards Organisation
- Management Style
- A Question of Values
- Quality Circles
- Tangible & Intangible Items
- Empowerment
- Quality Control & Improvement
- Quality Management Workshops & Other Training Incentives

Legislation

- A Legislative Framework
- All Sectors of Society
- Registration, Licensing, Classification & Grading
- Minimum Standards
- Checklist for the Development of Tourism Regulations
- The Right of Appeal
- An Ombudsperson

Physical Planning

- The Planning System
- Different Planning Levels
- Environmental Impact
- Planning Regulations
- Listed Buildings
- Outdoor Advertising
- Building Regulations

Classification & Grading

- The Purposes of Classification & Grading Systems
- The Failure of Government-Driven Systems
- Helping the User Choose
- Who Can Operate a Classification and/or Grading System?
- The Difference Between Classification & Grading
- Advisory Services & Training
- The Scottish Tourist Board
- Inspection
- Private Sector Guides

Human Resources

- The Place of Human Resources Development
- A Human Resources Development Strategy
- Working Conditions
- Future Workforce & Training Needs
- Minimum Standards
- Training Institutions & Programmes
- A National Council for Tourism Education & Training

The Tourism Sector Checklist – Part I

- Managing the Sector
- The Checklist Approach
- The Structure of the Checklist
- Description of the Destination
- Tourism Policies
- Positioning
- The Marketing Mix
- Visitors' The SWOT Matrix

The Tourism Sector Checklist – Part II

- The Tourism Development Strategy
- Human Resources
- The Management Tools
- Organisation & Management

Reading List

Main Text

The Management of the Tourism Sector – Roger Doswell (ICM/Columbus Publishing)

Alternative Texts and Further Reading

- Tourism: How Effective Management Makes the Difference - Roger Doswell (Butterworth Heinemann)
- The Journal of Tourism Management - (Butterworth Heinemann)
- The Management of Tourism - Burkart & Medlik (Heinemann)
- International Journal of Tourism Management