



International College of Management Sydney

In association with



**MACQUARIE
UNIVERSITY**

**FACULTY OF BUSINESS AND ECONOMICS
DEPARTMENT OF BUSINESS
GRADUATE STUDIES OFFICE**

**Tourism and Hospitality Marketing
ICMS832**

**UNIT OUTLINE
Semester 1 - 2009**

Students in this unit should read this unit outline carefully at the start of semester. It contains important information about the unit.

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ABOUT THIS UNIT

- **Assumed knowledge**

Students must have completed, at the very least, a *Marketing Fundamentals course*, since knowledge and clear understanding of basic marketing concepts is required in order to follow class discussions.

- **Credit points**

ICMS832 Tourism and Hospitality has a value of 4 credit points

- **Unit description**

The importance of Tourism & Hospitality Marketing is in its power to inspire people to travel, encourage them to stay longer in one place and perhaps visit surrounding regional areas or use other products; all of which contribute significantly to a country's economy.

Tourism is largely a service-based industry whereby the principal products provided by tourism businesses are hospitality experiences. These experiences are not only intangible, but in a large number of cases perishable and the customer must travel to or with the product for that experience.

Many components may combine to create the 'travel experience' such as transportation, accommodation, food and beverage services, shops, and entertainment and special events. These are normally packaged together to create the overall travel experience. However, with a range of experiences on offer, and the intangible nature of services, quality control is difficult. The physical appearance, personality of the business and the way in which the service is delivered all contribute to customer satisfaction and repeat visitation.

With so many elements involved in tourism, and so much competition, marketers must make decisions and devise strategies to communicate these elements in a way that best represents the product, to convince people to come and experience their tourism product.

This unit will introduce relevant theory necessary to understand tourism and hospitality marketing and will attempt to link these concepts to real-world cases, enabling students to develop knowledge and skills for effectively managing the complexity of marketing processes in the tourism and hospitality industries.

TEACHING STAFF

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CLASSES - LECTURES - TUTORIALS

- Classes for this semester will be held in Classroom 11 at the Manly Campus
- Lectures will start at 6:00pm and finish at 8:00pm
- Tutorials will start at 8:00 and finish at 9:00
- There are 12 x 3 hours lectures scheduled during this semester

This unit is lecture and tutorial-based. Typically, the class-time structure will be as follows:

<i>Hour</i>	<i>Type</i>	<i>Activity</i>
1 st	Lecture	<ul style="list-style-type: none">▪ Brief discussion of questions you might have▪ Presentation of the current lecture's topics▪ Discussion
2 nd	Lecture	<ul style="list-style-type: none">▪ Group activity▪ Debrief on activity and lecture▪ Short break
3 rd	Tutorial	<ul style="list-style-type: none">▪ Presentation/discussion of weekly case study▪ Discussion of individual/group case study▪ Closing comments

- During lectures, tourism and hospitality marketing theory and concepts will be discussed. To take advantage of the large proportion of international students and the variety that this provides (for example in terms of culture), we will establish links between theory and your personal experiences in an international market setting during class discussions.
- During tutorials, student groups will present real-world cases and lead the class discussion. Chapter discussion questions will be reviewed for students to promote individual ideas and group learning. Generally, the focus here is on a thorough analysis of the situation by conducting research, applying theory to the cases, evaluating possible options and recommending a realistic and promising solution.
- The lecture notes will be posted weekly on <http://online.mq.edu.au>. For your own convenience it is recommended you print hardcopies of the respective notes before coming to class. The recording (video or tape) of lectures or tutorials is not permitted. If you miss a class/tutorial, ask a colleague for her/his notes. The website <http://learn.mq.edu.au> is also where you will find details regarding case study allocations and supplementary notes.

The lecture and tutorial times will not always be run strictly to these hours. Please be prepared for the fact that in some weeks, the tutorials may start early. The timetable for classes can be found on the University web site at: <http://www.timetables.mq.edu.au/>.

REQUIRED AND RECOMMENDED TEXTS AND/OR MATERIALS

- The required textbook will be available from the Co-Op Bookshop.

Hsu, C., Killion, L., Brown, G., Gross, M.J. and Huang, S. (2008) Tourism Marketing: An Asia-Pacific Perspective, First Edition John Wiley & Sons Australia Ltd, Milton, Queensland, Australia. ISBN 978B0470N81490 1 (pbk).

- Recommended texts and readings.

You do not need to buy the recommended reading books. Occasionally, handouts might be distributed in class. Additionally, should you wish to conduct further reading, you can try to borrow the books from the library (some should be in the Reserve Area) or use inter-library loans.

- Australian Government (2003) *Tourism White Paper: a Medium to Long-term Strategy for Tourism*, Commonwealth of Australia, Canberra.
- Holloway, J.C. (2004) *Marketing for Tourism*, 4th ed. Pearson Education, Harlow, Essex, UK
- Kotler, P., Bowen, J. and Makens, J. (2006) *Marketing for Hospitality and Tourism*, 4th Edition Upper Saddle River, NJ USA, Prentice Hall ISBN 0132017733
- Lovelock, C H, Patterson, PG, Walker RH (2004) *Service Marketing: an Asia-Pacific and Australian Perspective*, Pearson Education, Sydney, Australia
- Tourism Australia (2004) *Planning for Inbound Success*
www.tourism.australia.com
- Tourism New South Wales (2006) *StartSmart A guide to understanding the tourism industry*. <http://corporate.tourism.nsw.gov.au>
- V. and M. Bitner, 2003, *Services Marketing*, New York, N.Y.: McGraw-Hill/Irwin.
- Weaver, D. and Lawton, L. (2006) *Tourism Management*, Australia. Wiley

Related required materials

1. Class notes are posted weekly on <http://learn.mq.edu.au>. These will be primarily based on (in addition to the above mentioned additional readings books):
 - Aaker, D; Kumar, V; Day, G and Lawley, M (2005). *Marketing Research*, Australia: Wiley
 - Clow, K. E. and Baack, D (2004) *Integrated Advertising, Promotion, and Marketing Communications*, 2nd Ed. Pearson Prentice Hall. New Jersey

- Hoffman, K.D. and Bateson, J.E.G., (2002). Essentials of Services Marketing: Concepts, Strategies, & Cases, 2nd Edition. Harcourt, Orlando, Florida.
- Kitchen, P. J. (1999) Marketing Communications: Principles and Practice, London, GB, Thomson
- Middleton V, Clarke J (2001) Marketing in Travel and Tourism, 3rd ed. Butterworth-Heinemann, Oxford, UK
- McColl-Kennedy, J. R. and Kiel, G. C. (2000) Marketing: A Strategic Approach, Melbourne, Nelson

Recommended Journals and Articles

Journals:

Ad News
 B & T Weekly
 Business Review Weekly
 International Journal of Advertising
 Journal of Travel and Tourism Marketing
 Management Today
 Professional Marketing
 Travel Weekly

Recommended Websites

Australian Bureau of Statistics www.abs.gov.au
 Australian Marketing Institute www.ami.org.au
 Australian Tourism Export Council (ATEC) www.atec.net.au
 Australian Trade Commission www.austrade.gov.au
 Alta Vista's translation service www.babelfish.altavista.com
 B & T Weekly www.bandt.com.au
 Business Week www.businessweek.com
 Countries and Regions www.state.gov/countries
 Decipher www.decipher.com.au
 Department of Industry, Tourism & Resources www.industry.gov.au
 Market Research Society of Australia www.mrsa.com.au
 Meeting and Events Australia www.meetingevents.com.au
 Pacific Asia Travel Association (PATA) www.pata.org
 Tourism Australia www.tourism.australia.com
 Tourism and Transport Forum www.ttf.org.au
 Tourism Research Australia www.tra.australia.com
 World Tourism Organisation (WTO) www.world-tourism.org
 World Travel and Tourism Council www.wttc.org

UNIT WEB PAGE

- Blackboard - <http://learn.mq.edu.au>

LEARNING OUTCOMES

The Macquarie experience is designed to lead students to a career in the city and a place in the world. It encourages life-long learning and links teaching to cutting-edge research.

Macquarie seeks to develop generic skills for students, building flexible outcomes for life and for the workplace over a life's career. These skills include:

- *foundation skills of literacy, numeracy and information technology;*
- *self-awareness and interpersonal skills, such as the capacity for self management, collaboration and leadership;*
- *communication skills for effective presentation and cultural understanding;*
- *critical analysis skills to evaluate, synthesize and judge;*
- *problem-solving skills to apply and adapt knowledge to the real world; and*
- *creative thinking skills to imagine, invent and discover.*

Source: Macquarie University Handbook

This unit is designed to provide students with an overview of marketing in the tourism and hospitality industries. At the end of this unit, students should have an understanding of the following concepts:

- Management of a tourism product or hospitality service from the research and analysis stage through to design and delivery to the ultimate consumer
- Strategic marketing, organizational strategies and developing competitive advantage in tourism products and hospitality services
- Marketing research as a basis for product development and decision-making
- Plan and manage marketing issues when designing the marketing components (essentially the “eight P’s”) in the tourism industry

TEACHING AND LEARNING STRATEGY

Week	Date	Lecture	Chapter	Tutorial
1	25/2	Introduction to Tourism & Hospitality Marketing	1	Introduction
2	4/3	Tourism Products	6	Team formation Virgin
3	11/3	Product Development	6	Developing a new product
4	18/3	Consumer Buying Behaviour	6 & 7	JP Morgan
5	25/3	Distribution Channels	11	Agents, NTO's Case Study
6	30/3	Pricing Products <i>(Early Evaluation → students' chance to provide early feedback on the unit)</i>	7	Case Study: Sydney Attractions Assignment 1 due
7	8/4	Tourism Promotion	9	Debate – Tourism Australia Campaign
		Mid Semester Break (13 April – 26 April)		
		Mid Semester Break		
8	29/4	Market Segmentation, Targeting & Positioning	8	Sydney Attractions
9	6/5	Developing Opportunities & Strategies	2 & 3	Air New Zealand
10	13/5	Marketing Research	4	Case Study
11	20/5	Destination Marketing	12	Manly Visitors Bureau Presentations Assignment 2 due
12	27/5	Issues & Trends <i>(Course Evaluation → Official Student Feedback)</i>	5	Overview of module
13	3/6	Final exam <i>2 hour written examination</i>	--	

RELATIONSHIP BETWEEN ASSESSMENT AND LEARNING OUTCOMES

The assessment components of this unit are as follows:

- Reports, presentations and exams will assess:
 - Your understanding of concepts/principles discussed throughout the unit
 - Your ability to apply the concepts and logic to hospitality and tourism cases
 - Your ability to develop and support an argument/position
 - Your ability to analyse and think about the issues and topics
- General guidelines are as follows:
 - Evidence of reading and research
 - All references and quotations to be acknowledged as per the style guide
 - Appropriate breadth and depth of understanding of the unit principles discussed
 - Logical and justifiable argument/position
 - Clarity of communication (irrelevant discussion is actively discouraged)
 - Correct expression (spelling, grammar)
 - Appropriate description (accurate, coherent, unambiguous)
 - Originality of work (plagiarism is not tolerated)
 - Minimum word length is half the maximum word length (quality not quantity)

Students are asked to prepare a response to particular discussion questions at the end of specific chapters in the text book. Preparing the response also gives you an opportunity to prepare for discussion in class.

Students are actively encouraged to participate in lecture discussions. This is a great way to test your ideas and understanding of a particular subject. Students are expected to read and prepare for each lecture and be ready to participate in informed discussion about the issues raised.

ASSESSMENTS AND CRITERIA

There are three assessments for this subject.

- **Critical Pass:** Besides having to pass this unit *overall* (i.e. achieving a final mark of minimum 50 out of 100 points), students must also pass the final exam in order to pass this unit (i.e. achieve a minimum of 50 out of 100 maximal points for the final exam (regardless of the mark achieved for the assignments). Students failing to meet this requirement will be awarded an F grade and will be required to repeat the unit. Furthermore, they will be given a final mark commensurate with their final exam in percentage of the critical

pass mark of 50. In other words, their final mark will be the mark achieved in the final exam only in percentage of the critical pass, and will then not include the assignment mark.

- For example, a student who achieved **12** out of 20 for the Individual Product Analysis Report, **21** out of 30 for the Group Marketing Strategy & Presentation, and **19** out of 40 for the final exam will score an overall of 52 marks (12 + 21 + 19 = 52). However, he/she would not have achieved the critical pass mark of 20 out of 40 in terms of the final exam (20/40). This student would hence fail the unit based on the critical pass mark and would be assigned an F grade and 21 (19/40*100) as his/her final mark. So please avoid this situation *yourself* by studying *hard* - be prepared for the quizzes and also study on a *regular basis throughout the semester* in order to be well prepared for the final examination.
- *No correspondence* will be entered into directly with any student regarding *academic performance*, i.e. marks/grades of assignments or final exams. Please also note that emails will not be replied to after the final exam. Students wishing to appeal their grade must do so through the authorised University channel. The only time marks can be changed is due to an error in adding as this is done automatically through a spread-sheet; it is highly unlikely that this situation will ever arise.
- All students are required to complete any assigned reading; prepare for and attend all classes (i.e. class attendance and participation is compulsory); participate in class discussions; complete reports (including presentations and chapter discussion questions); and complete and have a 50% or greater mark in the final examination.
- 80% attendance at classes (i.e. lectures and tutorials) is a prerequisite to passing this course. Attendance will be taken at the *beginning of class* to ensure this.

Component	Weighting	Assessment
Product Analysis Report	20%	Individual mark
Marketing Strategy Report & Presentation	20%	Group mark
Case studies	10%	Individual mark
Final Exam	50%	Individual mark
Total	100%	

Product Development Report (Individual - 20%)

Prepare a detailed Product Development Report for a tourism product, from a marketing perspective. Students are actively encouraged to employ other means of analysing products where necessary. The following points should be used as a guideline only and should not prevent a more creative analysis being used.

1. Describe the product mix of a current tourism organisation
2. Describe the product(s) in terms of the product concept
3. Provide a detailed, in-depth analysis of the appropriateness of the product(s) in terms of the market
4. Describe the features and benefits that distinguish the product(s) against others in the market
5. Provide recommendations for new product development
6. Include any other relevant factors that you believe are significant during the marketing process

Getting Started

Choose an organisation that operates within the tourism system. This may include for example a hotel, restaurant, attraction or airline. Choose a product about which you can access credible information that can be referenced. Prepare a SWOT and PESTLE analysis of the product and provide information of the product in relation to other products offered by the same and other organizations.

Provide recommendations for new product development or value added products.

Justify your reasons for your choice of product in conjunction with the PESTLE and SWOT analysis. You should also compare similar and contrast complementary products, and the organizations that provide them.

The purpose of this report is to enable students to identify the marketing factors for specific products. Students are encouraged to understand and develop the methods of product analysis from a marketing perspective.

Individual Report

The report should be no more than 2,500 words, it should be spell checked, proof-read, Arial font 12 and double spaced. You will be evaluated on your written response to the task. Evidence supporting your findings such as graphs, tables and diagrams are to be used where appropriate. The report should include a literature review, some background on the organisation, their product mix, SWOT and PESTLE analysis and recommendations.

Marking

- The report is worth 20% of your overall subject mark.
- Reports will be returned with written feedback, one week after submission of the reports.
- Reports submitted after the due date must be accompanied by a doctor's certificate. Late reports will be penalised at the rate of 10% per day, which will be deducted from the final mark. If you are unable to provide a doctor's certificate, you will be awarded zero marks

Due Date – Week 6

The report will be due on Wednesday the **30th of March** at the conclusion of the tutorial at **9 pm**.

Marketing Strategy Analysis Report & Presentation (Group – 20%)

The purpose of this group report is to simulate a working environment where individuals collaborate on a project with a common goal. Each student's perspective is important and should be considered when producing the final document.

In groups of approximately four or five, you are asked to analyse a current tourism product or hospitality service marketing strategy.

Groups are then asked to develop a new product marketing campaign within this structure and create a new marketing strategy to launch this new venture.

The Marketing Strategy Analysis should cover at least three months' activity and include brand, collateral material, advertising, public relations, trade marketing, distribution channels and consumer marketing. The report should discuss any changes in traditional marketing mix, justify the strategy and provide at least one contingency.

The assessment counts for 30% of your total marks. The weighting should be reflected in the quality of your work.

Group Report

Groups are to research their organisation using material in the public domain, i.e. published, contemporary material.

Written reports should not exceed 5000 words and/or *30 - A4 pages* (exclusive of attachments like appendices and exhibits), *typed with double line spacing* using font *Arial size 12*, margins top/bottom 1.00" and left/right 1.25" (measurement in inches – MS Word default). This will allow enough space for comments and it also ensures fairness towards other teams. Marks will be

deducted for exceeding the number of pages. All group projects must be typed¹ and follow a report format (please refer to the next paragraph).

There is more than one way to structure a report. You can follow the classic approach outlined below, but this structure might not be appropriate for all, and other approaches might be better suited. Please feel free to choose another approach as long as you can justify its suitability for the particular situation².

The written submission is worth 80% of the group reports marks. The group presentation constitutes the remaining 20%.

- 1) Cover Sheet and Marking Scheme: These can be downloaded from <https://learn.mq.edu.au>. Reports without these two items will *not* be accepted.
- 2) Table of Contents: Shows the structure of your paper
- 3) Brief Introduction: What is the report all about? Introduction to Company, and current situation
- 4) Detailed analysis of the situation including a SWOT and PESTLE analysis. You might want to include a timeline here in order to show when significant events have happened.
- 5) Discussion and evaluation of possible solutions. Based on the evaluation of the possible solutions, you should come up with specific recommendations. This is a very important section of your paper and your recommendations need to be specific, realistic, solve the key issue(s) and be actionable.
- 6) Appendices: Tables, Charts, Graphs, Figures, Photos, etc.
- 7) References (i.e. listing only the material that you actually refer to in the report)

Group Presentation

Student groups will be expected to present their findings to the class in a professional quality presentation (e.g. you should consider business attire for the purpose of this presentation) of maximum 20 minutes duration (including Q&A) in Week 10. Every group member must present in order to be allocated a presentation mark. This presentation can be structured in a similar way to the report, but you might want to – based on time constraints – set priorities and focus on the key issues that are relevant for the class discussion. Copies of one or two pages summarising the case presented should be provided as a class handout. A handout of your presentation should be provided to your lecturer prior to your presentation.

¹ Handwritten assignments will not be accepted.

² If you choose to follow a different approach, it would be a good idea to cite the source thereof.

A few hints regarding your presentation:

- Use organised, clear overheads
- Create new and separate slides, i.e. direct photocopying of your work from your assignment onto overheads should be avoided
- Use at least 20 size font to make reading easy for your audience
- Practice your presentations and give constructive criticism to your group members
- **Relax** This is your chance to practice public speaking in a familiar environment. Delivering successful presentations is very much a matter of practice. It is also an aspect that is used in business situations therefore training and enhancing this skill will be beneficial for you in the future.

The presentation constitutes 20% of the available marks for the group report.

Due Date – Week 11

- Reports and presentations are due in week 10 on Wednesday the **20th of May** at the conclusion of the tutorial at 9pm.
- The feedback and evaluation will take place within seven days of submission of reports.
- Oral feedback at the time of the presentation will be supplemented with written feedback when reports are returned with written feedback, one week after submission of the reports.
- Reports submitted after the due dates have to be accompanied by a doctor's certificate. Late reports will be penalised at the rate of 10% per day, which will be deducted from the final mark. If you are unable to provide a doctor's certificate, you will be awarded zero marks.

Marking

Groups must ensure that all their members contribute equally to the preparation of the group projects. Should any difficulties occur with this, the group should speak with the lecturer as soon as possible.

At the time of handing in the report, the group should agree on what percentage of the final mark each person should receive. You should indicate this information on the cover sheet of the assignment as follows:

Name of member 1 v%	Name of member 4 w%
Name of member 2 x%	Name of member 5 y%
Name of member 3 z%	Name of member 6 n%

If the group assesses the contribution of each member as equal, each would receive 100% of the final mark. In cases where the group decides that some did not contribute equally, you should reflect this in the percentages (again, if there is a problem in the group, please see the lecturer to resolve the matter). As part of the written submission, each member of the group is also required to provide, on a peer mark form provided, a statement of what each member did for the project, and their assessment of each member of the group. If there are sizeable discrepancies concerning the contributions within the groups, the lecturer reserves the right to apportion marks unequally.

Case Study 1 – (Individual 5%)

- Week 5 March the 25th there will be a case study scenario questions based on the topics discussed up to this point.

Case Study 2 – (Individual 5%)

- Week 11, May the 13th there will be a case study scenario with questions based on the topics discussed up to this point.
- Case study questions will be held in the first hour of the lecture in the classroom.
- Students will be given a marketing scenario and will be asked use the knowledge they have gained to answer short questions
- Case studies are designed to test students understating of the theories and principles and their ability to apply the knowledge gained in a simulated working situation.
- Students are able to answer in short essay form to express their ideas and also using bullet points to briefly explain their view.
- Students will be able to evaluate their own understanding of the subject and their progress after these case studies.

Exam (Individual – 50%)

- The exam will be held on Wednesday 3 June 2009 at 6:00pm.
- The exam will be 2 hours in duration with 10 minutes reading time.

- The exam will be held in Classroom 11.
- Students must attain at least 50% in the exam in order to pass the unit.

The final exam will consist of a series of short answer questions and case studies, designed to test understanding of the underlying principles and their application in real world situations with respect to the unit's learning outcomes. The final exam will take place during week 13 regular class times. You will have two hours to write the exam, plus 10 minutes reading time at the beginning of the exam. This exam is closed book and no dictionaries will be allowed. You will be tested on all topics covered during class and tutorials, including videos, class handouts; possible talk(s) of guest speaker(s) and material not mentioned in the official class notes. Please note that, due to time constraints, it may not be possible to cover each and every slide of the lecture notes during lecture time. It is incumbent upon all students spend time on their own to read the relevant textbook chapters as part of the overall course requirements and to study material not specifically discussed during class (since this could also be tested). The exam also covers the assigned case studies discussed in tutorials.

EXAMINATION

The only exception to not sitting an examination at the designated time is because of documented illness or unavoidable disruption. In these circumstances you may wish to consider applying for Special Consideration. Information about unavoidable disruption and the special consideration process is available at <http://www.reg.mq.edu.au/Forms/APSCon.pdf>

You are advised that it is Macquarie University policy not to set early or delayed examinations for individuals or groups of students. All students are expected to ensure that they are available until the end of the teaching semester, which is the final day of the official University examination period, and can attend the exam at the designated time and place.

If a Supplementary Examination is granted as a result of the Special Consideration process, the examination will be scheduled after the conclusion of the official examination period. You are advised that it is Macquarie University policy not to set early examinations for individuals or groups of students. Students should also note that supplementary exams are subject to a more rigorous marking procedure owing to the benefit of extra study time for the student.

PLAGIARISM

The University defines plagiarism in its rules: "Plagiarism involves using the work of another person and presenting it as one's own." Plagiarism is a serious breach of the University's rules and carries significant penalties. You must read

the University's practices and procedures on plagiarism. These can be found in the *Handbook of Postgraduate Studies* or on the web at: <http://www.student.mq.edu.au/plagiarism/>

The policies and procedures explain what plagiarism is, how to avoid it, the procedures that will be taken in cases of suspected plagiarism and the penalties if you are found guilty. Penalties may include a deduction of marks, failure in the unit, and/or referral to the University Discipline Committee.

You must acknowledge *all* sources of the ideas included in your report. Plagiarism amounts to academic misconduct, for which there are severe penalties. The same applies to cheating (e.g. during the exam). Where individual or group work is required for the purpose of assessment, the copying of the work of other individuals or groups without acknowledgment is considered to be cheating and plagiarism. Please keep in mind that assignments can easily be checked by the marker for plagiarism using “Turnitin”, a software tool that detects suspicious cases.

Papers must be *referenced* using the **APA Style**. Marks will be deducted for failure to conform to this style. Students who are unclear about this referencing style should refer to the APA website: <http://www.apastyle.org>

All papers submitted must be proof-read before being handed in. Proof-reading in this context means that the paper must have page numbering and have been subjected to a complete spell check and grammar check (use programs which are now widely available in word processing packages, read the paper yourself several times and possibly ask a friend/colleague to read it as well). A substantial amount of marks will be deducted for significant levels of spelling and grammar mistakes as this is a university postgraduate level course.

UNIVERSITY POLICY ON GRADING

Academic Senate has a set of guidelines on the distribution of grades across the range from fail to high distinction. Your final result will include one of these grades plus a standardised numerical grade (SNG).

On occasion your raw mark for a unit (i.e., the total of your marks for each assessment item) may not be the same as the SNG which you receive. Under the Senate guidelines, results may be scaled to ensure that there is a degree of comparability across the university, so that units with the same past performances of their students should achieve similar results.

It is important that you realise that the policy does not require that a minimum number of students are to be failed in any unit.

The process of scaling does not change the order of marks among students. A student who receives a higher raw mark than another will also receive a higher final scaled mark.

Grade definitions

HD	High Distinction 85-100%	<i>Denotes performance which meets all unit objectives in such an exceptional way and with such marked excellence that it deserves the highest level of recognition.</i>
D	Distinction 75-84%	<i>Denotes performance which clearly deserves a very high level of recognition as an excellent achievement in the unit.</i>
Cr	Credit 65-74%	<i>Denotes performance which is substantially better than would normally be expected of competent students in the unit.</i>
P	Pass 50-64%	<i>Denotes performance which satisfies unit objectives.</i>
PC	Pass Conceded 45-49%	<i>Denotes performance which meets unit objectives only marginally.</i>
F	Fail 0-44%	<i>Denotes that a candidate has failed to complete a unit satisfactorily.</i>
FA	Fail Absent 0-44%	<i>Denotes that a candidate has failed to complete a unit satisfactorily and was absent from a compulsory final examination</i>
W	Withdrawn	<i>No grade as student withdrew with permission prior to final examination</i>
I	Incomplete	<i>Grade yet to be determined as all assessment tasks have not yet been completed</i>
IS	Incomplete Supplementary	<i>Supplementary examination approved and yet to be completed</i>

STUDENT SUPPORT SERVICES

Macquarie University provides a range of Academic Student Support Services. Details of these services can be accessed at <http://www.student.mq.edu.au>

DRESS CODE FOR STUDENTS AT THE INTERNATIONAL CAMPUS IN MANLY

[The following section only applies to students taking ICMS832 at ICMS, Manly]

The International College of Management Sydney is a leading educator in hotel management, tourism and associated service industries. To encourage a spirit of excellence in personal appearance as part of our education program, preparing graduates for careers in service industries, the College expects all staff and students to conform to a professional level of dress while on College premises.

The College has a mandatory dress code for all its undergraduate students which Masters students are asked to respect. Below is the dress code that currently applies:

Female acceptable	Male acceptable
<ul style="list-style-type: none"> - Coordinated business suit - Skirts knee length and below - Make up simple and natural - Pantyhose are not compulsory but recommended - Boots only with business pants - Business-like shoes - Business skirt or pants with shirt or high neck long sleeve top - Jumpers and vests over shirt/top 	<ul style="list-style-type: none"> - Business suit - Business pants with shirt or high neck long sleeve top - Polo neck tops - Conventional haircut above the collar - Long hair in one ponytail - Trimmed and clean beards or moustaches - Business like shoes preferred however ankle boots permitted - Jumpers and vests over shirt/top
Female not acceptable	Male not acceptable
<ul style="list-style-type: none"> - Any denim - Open toe, platform or sports shoes - Wearing visible earrings or studs apart from on ear lobes - Visible tattoos - T-shirts & Midriff tops - Revealing necklines - Extreme hair colours or styles - Stirrup pants 	<ul style="list-style-type: none"> - Any denim - Open toe, platform or sports shoes - Wearing visible earrings, studs, necklaces or bracelets - Visible tattoos - T-shirts - Extreme hair colours or styles - Rings on thumb or index finger

All students taking MIB and MCom units at the International Campus are expected to abide by the dress code while attending classes or elsewhere on the Campus, including the computer laboratories or the Courtyard Café. Please note that the Pollard Resource Centre is free of dress rules.

Students who do not respect the dress code may be asked to leave the campus.

The College reserves the right to determine whether specific items of dress are within the code or not.

Thank you for being part of our great College community.

Not just an education! An experience!