

<b>Unit Title: International Travel, Tourism and Hospitality</b>	<b>Unit Code: ITTHA</b>
<b>Level: Advanced Diploma</b>	<b>Learning Hours: 210</b>
<b>Learning Outcomes and Indicative Content:</b>	
Candidates will be able to:	
<ol style="list-style-type: none"> <li><b>1. Understand and assess the role of multinational travel, tourism and hospitality (TTH) corporations in influencing management practices in different cultural contexts</b> <ol style="list-style-type: none"> <li>1.1 Define a multinational corporation</li> <li>1.2 Identify the emergence of multinational corporations in TTH with examples from all key sectors (accommodation, transport, attractions)</li> <li>1.3 Recognise the business and cultural influences of American, European and Asian multinational corporations on the development of international TTH</li> <li>1.4 Assess the benefits and problems associated with multinational investment and development in the TTH sector</li> </ol> </li> <li><b>2. Recognise factors that have contributed to the internationalisation of travel, tourism and hospitality organisations</b> <ol style="list-style-type: none"> <li>2.1 Identify economic factors</li> <li>2.2 Identify political factors</li> <li>2.3 Identify cultural factors</li> <li>2.4 Identify technological factors</li> <li>2.5 Recognise the impact of globalisation in the trade of goods and services in both developed- and developing-country contexts</li> <li>2.6 Recognise the impact of consumer demand and expectations</li> </ol> </li> <li><b>3. Critically apply theories of internationalisation to the travel, tourism and hospitality context</b> <ol style="list-style-type: none"> <li>3.1 Understand key theories of internationalisation which may include Perlmutter; the Uppsala model; the eclectic paradigm and transaction cost analysis; the interactive network approach; and the business strategy approach</li> <li>3.2 Assess the applicability of the theories to the specific operating environment of TTH</li> </ol> </li> <li><b>4. Critically apply theories that explain cultural differences in management practice within a travel, tourism and hospitality context</b> <ol style="list-style-type: none"> <li>4.1 Recognise the importance of culture in the management of international businesses</li> <li>4.2 Understand the five elements of Hofstede's cultural dimensions</li> <li>4.3 Recognise the limitations of classifying individuals or groups of individuals on the basis of cultural generalisations</li> <li>4.4 Apply Hofstede to the context of TTH</li> </ol> </li> </ol>	

**5. Evaluate the interplay between organisational design and practices in international travel, tourism and hospitality organisations, and their impact on management policy and practice**

- 5.1 Define and understand the concept of organisational design
- 5.2 Recognise the relationship between organisational design and business success in financial, competitive and wider terms
- 5.3 Understand the particular organisational design limitations and influences which are the result of structural and other characteristics of the TTH sector
- 5.4 Understand the links between organisational design and the role and functions of managers at various levels in organisations

**6. Recognise why governments encourage foreign direct investment (FDI) in the travel, tourism and hospitality sector**

- 6.1 Define foreign direct investment
- 6.2 Understand the benefits of FDI to newly-emerging and developing TTH destinations
- 6.3 Understand the limitations of reliance on FDI in the development of a TTH sector
- 6.4 Understand the concept of productivity spillovers in the context of FDI in TTH

**7. Understand the use of strategic alliances, vertical and horizontal integration and related strategic models in the internationalisation of travel, tourism and hospitality organisations**

- 7.1 Define strategic alliances
- 7.2 Identify current examples of strategic alliances in TTH
- 7.3 Define vertical integration
- 7.4 Identify current examples of vertical integration in TTH
- 7.5 Define horizontal integration
- 7.6 Identify current examples of horizontal integration in TTH
- 7.7 Recognise the strengths and weaknesses of these strategic approaches in TTH

**8. Understand why companies employ franchising, management contracts and joint ventures as strategies in the internationalisation of their operations**

- 8.1 Define franchises and franchising
- 8.2 Identify current examples of franchising in TTH
- 8.3 Define management contracts
- 8.4 Identify current examples of management contracts in TTH
- 8.5 Define joint ventures
- 8.6 Identify current examples of joint ventures in TTH
- 8.7 Recognise the strengths and weaknesses of these strategic approaches in TTH

- 9. Recognise both historical and contemporary factors that have contributed to the evolution of key organisational practices in the travel, tourism and hospitality industry**
- 9.1 Recognise key organisational practices in TTH – market segmentation, service delivery and culture, operational design of facilities
  - 9.2 Recognise how operational practices in TTH have changed over time
  - 9.3 Recognise the influence of culture on operational practices in TTH
  - 9.4 Recognise the impact of technology on operational practices in TTH
- 10. Assess the impact of national and cultural factors on the utilisation of resources in travel, tourism and hospitality**
- 10.1 Understand the range of resources that are utilised within TTH (financial, physical, brand equity, human, other)
  - 10.2 Assess the impact of national and cultural factors on approaches to the utilisation of financial resources in TTH (long-term, short-term approaches)
  - 10.3 Assess the impact of national and cultural factors on approaches to the utilisation of physical resources in TTH (long-term, short-term approaches)
  - 10.4 Assess the impact of national and cultural factors on approaches to the utilisation of brand equity in TTH
  - 10.5 Assess the impact of national and cultural factors on approaches to the utilisation of human resources in TTH (long-term, short-term approaches)
  - 10.6 Assess the impact of national and cultural factors in the management of wider stakeholder relations in TTH (government, local community etc)
- 11. Recognise issues relating to the deployment of expatriate workers by travel, tourism and hospitality organisations**
- 11.1 Understand the term 'expatriate' and alternative terms used (guest workers, migrant workers, international workers)
  - 11.2 Understand why countries and companies employ non-national employees in the TTH sector
  - 11.3 Recognise the difference in the employment of high-skills and low-skills expatriate workers in TTH
  - 11.4 Understand traditions of expatriate employment in TTH in selected countries
  - 11.5 Understand recent trends in international labour mobility in TTH
  - 11.6 Recognise the benefits and problems associated with expatriate employment in TTH

**12. Critically assess the relationship between internationalisation in travel, tourism and hospitality and issues of sustainability within the sector**

12.1 Recognise the key issues of sustainability facing the international TTH sector

12.2 Assess the impact of internationalisation on the key issues of sustainability

12.3 Evaluate trends in the internationalisation of the TTH sector in terms of environmental, cultural and wider definitions of sustainability

**Assessment Criteria:**

- Assessment method: written examination
- Length of examination: three hours
- Candidates should answer four questions from a choice of eight, each question carrying equal marks

**Recommended Reading**

Cooper C, Hall C.M, *Contemporary Tourism. An International Approach* (2007), Butterworth-Heinemann  
ISBN: 0750663502

Clarke A, Chen W, *International Hospitality Management: Concepts and Cases* (2007), Butterworth-Heinemann  
ISBN: 0750666757