

RESPONSIBLE TOURISM MANAGEMENT MODULES

Introduction

We recommend that all students enrol for the full MSc programme, and if necessary take a relatively small number of modules per year to spread cost and study pressure. Professionals in full-time employment usually take three years to do the whole course. This gives you time to enjoy the learning experience and to begin to implement changes in your current working environment. Clearly, you can take the course in one or two years depending on your work commitments and other personal circumstances. Non-EU students can usually only get visas for full-time study.

Core modules:

- Responsible Tourism Management Theory and Practice (**distance learning**)
- Professional skills (only core if studying for the MSc) (**classroom based**)
- Professional report - **double module** (only core if studying for the MSc) (**distance learning**)

Elective modules:

- Tourism for Local Economic Development and Poverty Reduction (**distance learning**)
- Managing Tourism and Conservation in Protected Areas (**distance learning**)
- Responsible Tourism Marketing (**distance learning**)
- Environmental Management in Hospitality (**distance learning**)
- Managing Cultural Heritage for Tourism (**combination of classroom and distance learning**)
- Responsible Tourism in Destinations (**5 day residential course**)

What qualification do you get?

- Post Graduate Certificate in Responsible Tourism Management - 3 modules
- Post Graduate Diploma in Responsible Tourism Management – 6 modules
- Masters in Responsible Tourism Management – 9 modules

The modules in detail

Responsible Tourism Management Theory and Practice

Module Leader: Harold Goodwin (Distance Learning with optional weekend in Leeds)

This module introduces the concept of responsible tourism and ensures that all students have a sufficient common knowledge base about tourism assets and the tourism industry to participate in the course. The module encourages critical examination of the key concepts of responsible tourism and invites students to think about the process of securing change.

- Tourism, Tourism Assets and the Tourism Industry
- The Concept of Responsible Tourism - precursors and development
- Responsible Tourism in Originating Markets and linkages to destinations

- The Responsible Tourism Movement - developments since 2002.
- Securing Change - stakeholder and situation analysis, change management and political science approaches.

Tourism for Local Economic Development and Poverty Reduction Module Leader: Harold Goodwin (Distance Learning with optional weekend in Leeds)

The successful harnessing of tourism for local community development requires both an understanding of the process of local sustainable economic development and an awareness of the different strategies that are available for working with, and empowering, local communities. Recent consultancy research work for the AKDN, SNV and the UN World Tourism Organization on pro-poor tourism and practical projects in Peru, The Gambia and South Africa are used to ensure that the course is practically focused.

- Tourism and development - the Millennium Development Goals, development and underdevelopment theory, linkages, leakages and multipliers, poverty and pro-poor growth,
- Local economic development: tourism business approaches, community based tourism, SMMEs and business models, business development needs, the identification and minimisation of risk, the importance of the market;
- Pro-Poor Tourism: the approaches developed by the Pro-Poor Tourism Partnership, the UNWTO's 7 mechanisms
- Supply chain approaches, linkages and developing business approaches which contribute to local economic development and poverty reduction.
- Practical applications - familiarity with a spectrum of case studies and the processes available for identifying and developing initiatives; measuring reporting impact, logical frameworks and assessing efficacy and efficiency.

Managing Tourism and Conservation in Protected Areas Module Leader: Janet Cochrane (Distance Learning with optional long weekend in a UK National Park)

This course focuses on the analytical skills and management strategies that have been developed for the effective management of visitors to conserved natural areas. The module covers the management and maintenance of protected areas and strategies for achieving competing management objectives: minimising negative impacts of tourists on species and habitats; optimising revenues to local communities and conservation; and maximising the educational value of visits in order to raise awareness of conservation issues.

- The evolution of IUCN's protected areas management approach, the importance of culture and the origins and causes of park-people conflict
- The impacts of tourism and tourists on protected areas and wildlife, the role of management plans, regulatory approaches and ownership
- Visitor management strategies and management tools including carrying capacity, recreational opportunity spectrum, limits of acceptable change and visitor impact management plans
- Maximising revenues to conservation through understanding markets and maximising visitor pay-back and local community benefits
- Interpretation, markets and management

Responsible Tourism Marketing

Module Leader: Xavier Font (Distance Learning with optional weekend in Leeds)

Tourism is a market-driven industry. This distance-learning module considers the ways in which marketing can be used as a strategic tool for achieving responsible tourism and looks at strategic approaches to tourism marketing. The marketing skills developed through this module will enable you to be more effective in developing responsible tourism whether in the public or private sector, or working for an NGO - and enhance your employability.

- The marketing plan applied to responsible tourism.
- Public and private sector roles in marketing responsible tourism products.
- Motivations and techniques for responsible marketing.
- Market demand for responsible tourism products. Segmentation and positioning
- Corporate social responsibility in tourism marketing
- Destination image and crisis management
- Developing the responsible tourism product
- Distribution channels for responsible tourism
- Communicating the responsible tourism message

Environmental Management in Hospitality

Module leader: Rebecca Hawkins (Distance learning with optional weekend in Leeds)

You will learn about the key environmental impacts and management solutions for hospitality businesses. After this module, you will be able to identify environmental impacts in a range of hospitality businesses both geographically and in type of company; access and use appropriate information to prioritise and manage negative environmental impacts; and identify and select appropriate strategies to engage hotel managers and staff to develop management systems and action plans. The module focuses both on the traditional cost-benefit analysis side of managing the environment, as well as applying low-carbon principles which give a new dimension to prioritising actions. This module helps companies aiming to implement the Green Tourism Business Scheme standard.

- Energy
- Water
- Waste
- Travel
- Purchasing and sustainable supply chains
- Natural heritage
- Environmental management systems

Managing Cultural Heritage for Tourism

Module Leader: Simon Woodward (intensively taught course over a long weekend, with core reading materials)

This module introduces participants to the range and scope of living and built cultural heritage visitor attractions - festivals, daily life, architecture, museums and archaeological sites; and to critically assess the visitor management and conservation of built and material heritage and the management strategies available. The module explores the social anthropological perspective on the

experience of the host and guest in the tourism encounter and the dynamics of the interaction.

- The nature of the heritage tourism product
- Management issues at heritage visitor attractions
- Marketing and management of cultural heritage
- The heritage and history debate - authenticity
- Impact of tourism on heritage and its conservation
- The social anthropological literature on tourism and tourist experience, pilgrimage, the tourist gaze, paradise, liminality, culture and acculturation, authenticity and commoditisation - the host - guest relationship.

Responsible Tourism in Destinations

Module Leader: Harold Goodwin (intensively taught course over five residential days in the UK and when possible also overseas)

What can be done in the destinations where local communities, tourists and the tourism industry (international, national and local) interact to improve places for all the stakeholders? The focus is on what local officials and politicians, planners, tour operators, hoteliers, guides and communities can do to maximise the benefits and minimise the negative impacts of tourism at the destination (generally sub-national) level. Many of the solutions are known, the difficulty is generally to find the resources and create the partnerships necessary to achieve change.

- Destinations as commons: The 'tragedy of the commons' thesis, the freeloader issue, multi-stakeholder and other political processes for the management of commons.
- Environmental Sustainability: review of environmental sustainability issues in destinations and the strategies available to tackle them.
- Policy context: the role of government and master planning. Using case studies drawn from South Africa, The Gambia, Peru and the UK students will review current practise and identify the changes necessary to achieve responsible tourism objectives.
- Working with stakeholders and local governance: stakeholder processes and participatory approaches to securing change. Review of local initiatives for change.
- Partnerships for change - the private sector, governments and local communities. Review of partnership approaches from the tourism industry and elsewhere and their application to destination management. Case studies from UK, The Gambia and a range of others depending on student interest.

Professional Skills

Module Leader: Janet Cochrane (intensively taught course over one week in Leeds)

This module prepares students to prepare the professional report. This involves an assessment of project management and business research needs, commissioning and delivering contract research, appropriate primary research techniques for a range of typical projects in responsible tourism, and creating useful, client-centred reports.

- The role of consultants – internal and external – on different types of projects, e.g. scoping studies, master plans, training needs analysis, feasibility studies.
- Proposal preparation: preparing and understanding terms of reference, the role of theory in management research, preparing a team, contracting, subcontracting and being a subcontractor.
- Contracting stage: negotiation and contracting skills closing the contract
- Strategic planning and change management: leadership, employee, team and organisation development.
- Project management: logical frameworks, inception reports, dealing with resistance and change of terms, the role of steering groups, client-contractor-sub-contractor relations.
- Getting the data: research design, quantitative and qualitative methods, survey research design, desk research, field research. Keeping records of data, legal and ethical considerations.
- Data presentation: structuring the report, writing, presentation meeting, invoicing, closing accounts and keeping records

Professional Report

Participants choose, with advice from their tutor, a topic that becomes the focus of their Professional Report, a document with a maximum of 18,000 words. The professional skills module is a prerequisite for the professional report which is a flexible and applied task, not unlike a consultancy assignment, yet still with the academic grounding and intellectual rigour of a more conventional dissertation.

It is common for students to use this opportunity to introduce responsible tourism changes to the company or organisation they work for, to develop business plans for new company ideas, conduct market assessments for new product developments, prepare marketing plans for destinations or companies or other practical applications that pull together the learning they have undergone and enjoyed during the course of their time with the International Centre for Responsible Tourism.

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