



# INTernal Subject Outline

Subject Name: **Hospitality Operations Management**

Subject Code: **BX3193:03**

Study Period: **SP 52, 2017**

Study Mode: **Internal**

Campus: **Singapore**

Subject Coordinator: **Dr. Tingzhen Chen**

Subject Lecturer: **Ms. Virginia Wu**

Subject at a glance	
Weekly Engagement	✓
Weekly Outputs	Reading, viewing lecture content videos, tutorial case studies
Assignments	2 which include the followings: <ul style="list-style-type: none"> <li>– Task 1 – Essay Questions</li> <li>– Task 2.1 – Business Proposal</li> <li>– Task 2.2 – Operations Report</li> </ul>
Presentation	
Exam	1
Group Work	Tutorial workshops

*We acknowledge the Traditional Owners of the lands and waters where our university is located and actively seek to contribute and support the JCU Reconciliation Statement, which exemplifies respect for Australian Aboriginal and Torres Strait cultures, heritage, knowledge and the valuing of justice and equity for all Australians.*

## Pre-requisites:

For prerequisites for BX3193, see

<https://secure.jcu.edu.au/app/studyfinder/index.cfm?subject=BX3193&year=2017&transform=subjectwebview.xslt>

This subject outline has been prepared by Dr. Tingzhen Chen and Ms. Virginia Wu for the College of Business Law and Governance, Division of Tropical Environments and Societies, James Cook University. Updated 27 June 2017.

Q1. <i>This subject is offered across more than one campus and/or mode and/or teaching period within the one calendar year.</i>	Yes <input checked="" type="checkbox"/>	No <input type="checkbox"/>
Q2. <i>If yes [Q1], the design of all offerings of this subject ensure the <u>same</u> learning outcomes and assessment types and weightings.</i>	Yes <input checked="" type="checkbox"/>	No <input type="checkbox"/>
Q3. <i>If no [Q2], _____ has authorised <u>any variations</u>, in terms of <u>equivalence</u>.</i>		

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## Staff Contact Details

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\*Consultation times by appointment only.

Please email [businessonline@jcu.edu.au](mailto:businessonline@jcu.edu.au) for assistance with all educational technology/online challenges.

**Student Support Officers (SSO's)** are available. SSO's can provide non-judgemental confidential advice, act as an interface between students and academic staff and can be your first point of contact for any queries you may have.

Contact Details:	Phone	Email
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## Section 1. Subject at a glance

### 1.1 Student participation requirements

The JCU [Learning, Teaching and Assessment Policy](#) (4.3) indicates that, “a **3 credit point subject** will require a **130 hour work load** of study-related participation including class attendance over the duration of the study period, **irrespective of mode of delivery**”. This work load comprises **timetabled hours** and **other attendance requirements**, as well as **personal study hours**, including completion of online activities and assessment requirements. Note that “attendance at specified classes will be a mandatory requirement for satisfactory completion of some subjects” ([Learning, Teaching and Assessment Policy](#), 5.10); and that additional hours may be required per week for those students in need of **English language, numeracy** or **other learning support**.

Key subject activities	Time	Day/ Date	Room/ Location
Lecture (Weekly)	1200 – 1450 hrs	Wednesday <b>Commences: 19<sup>th</sup> July 2017</b>	C4-14 Check Monitors for changes
Tutorial A (Weekly)	1000 – 1050 hrs	Thursday <b>Commences: 27<sup>th</sup> July 2017</b>	B3-07 Check Monitors for changes
Tutorial B (Weekly)	1100 – 1150 hrs	Thursday <b>Commences: 27<sup>th</sup> July 2017</b>	B3-07 Check Monitors for changes
Tutorial C (Weekly)	1200 – 1250 hrs	Thursday <b>Commences: 27<sup>th</sup> July 2017</b>	B3-07 Check Monitors for changes
Tutorial D (Weekly)	1300 – 1350 hrs	Thursday <b>Commences: 27<sup>th</sup> July 2017</b>	B3-07 Check Monitors for changes

For information on the days and times when lectures, tutorials, workshops, etc. are scheduled for all of your subjects, visit *JCU Lecture Timetables* at <http://www.jcu.edu.au/ttable/>

For information regarding class registration, visit the class registration schedule at <https://www.jcu.edu.au/students/enrolment/class-registration-schedule>

### 1.2 Key dates

Key dates	Date
Census date	<b>10<sup>th</sup> August 2017</b>
Last date to withdraw without academic penalty	<b>1<sup>st</sup> September 2017</b>
Assessment task 1 Essay questions (20 %)	<ul style="list-style-type: none"> <li><b>Due 26<sup>th</sup> August 2017</b> before 12.00 mid-night Singapore time. Electronic submission via SafeAssign on Learn JCU with <b>signed CBLG Cover Sheet</b></li> </ul>
Assessment task 2.1 Business Proposal (5%)	<ul style="list-style-type: none"> <li><b>Due 07<sup>th</sup> August 2017</b> before 12.00 mid-night Singapore time. Electronic submission via SafeAssign on Learn JCU with <b>signed CBLG Cover Sheet</b></li> </ul>
Assessment task 2.2 Operations Report (25%)	<ul style="list-style-type: none"> <li><b>Due 11<sup>th</sup> September 2017</b> before 12.00 mid-night Singapore time. Electronic submission via SafeAssign on Learn JCU with <b>signed CBLG Cover Sheet</b></li> </ul>
Assessment task 3 Final Exam (50 %)	<ul style="list-style-type: none"> <li><b>Due Examination Period</b> Exact Date To Be Confirmed.</li> </ul>

## Section 2. Subject details

### 2.1 Subject description

Tourism and hospitality operations are an important component of the supply sector of tourism systems. These operations can be seen as falling into two categories: (1) those directly linked to tourist experiences such as tours and attractions including such components as theme parks, local area short tours, museums, historic sites, and leisure activity centres, and (2) those that support tourism and hospitality experiences such as accommodation, restaurants, tour booking services, transport, and shopping. This subject will identify and analyse the generic management principles and systems that apply to all these types of tourism operation including control systems, knowledge management, leadership, human resources, partnerships and strategic alliances, sustainability and service quality. Students will then have an opportunity to examine in more detail operational issues associated with a particular type of tourism and hospitality operation within a sustainable tropical context.

### 2.2 Course and Subject learning outcomes

As a student it is important for you to understand how the course learning outcomes are being addressed by the subject through specific subject learning that you are to achieve. The following table shows the alignment between the learning outcomes at the course and subject level. Students who successfully complete this subject will be able to:

Subject Learning Outcomes	Assessment
1. Appraise the multidimensional nature of hospitality competitiveness;	Essay questions & Final exam
2. Analyse the process and challenges associated with the development of hospitality management plans and strategies;	Essay questions, Business proposal, Operations report & Final exam: problem based
3. Critically examine the role and importance of hospitality management and marketing organisations in the sustainable development of competitive destinations	Essay questions, Business proposal & Operations report

Course Learning Outcomes	Assessment
1. <b>K1</b> Demonstrate essential knowledge necessary for a career in business related professions	Essay questions & Final exam
2. <b>S2</b> Apply critical thinking to address issues in business	Essay questions, Business proposal, Operations report & Final Exam: problem based
3. <b>S3</b> Convey information clearly and fluently, in high quality written form appropriate for their audience	Essay question, Business proposal & Operations report, and Final Exam: problem based

These outcomes will contribute to your overall achievement of course learning outcomes.

### 2.3 Learning and teaching in this subject

This subject employs the blended approach to learning and teaching. *The main thrust for this approach is for you to be mostly responsible for your own learning.* The teaching strategy aim is to encourage a research active and current approach to events. You as the student can achieve a clear and deep insight, which prepares you for the hospitality industry, or the service sector.

The nature of this subject is such that the subject matter changes rapidly, and we try to reflect recent developments in our teaching. Inevitably, text books are always operating in arrears and will contain some material which is dated. The subject is very wide-ranging and different authors have different ideas about what should figure in a text book in this area. The content of the subject is disseminated using a variety of teaching strategies including subject topic

lecture; tutorials; case studies; readings including the text; in-class discussions; secondary research (library and Internet) and that includes DVD, quizzes and related activities.

You are encouraged to actively engage in the tutorial workshops and participate in Tutorial discussions. The suggested guidelines for the combined approach to learning will almost certainly enhance both the learning experience and better preparedness for the other subject areas.

At the beginning of each lecture, students will be made aware of the expected learning outcomes, how such outcomes are relevant to the world of business, and the resources that support the learning outcomes of this subject. Students learning experience is enhanced through experiential activities.

Lectures are designed as an additional resource to introduce the specific area and encourage extended reading. They are not designed to teach the whole subject area, but merely act as an overview in most cases.

### **Tips on how to get a good grade**

- Read the assigned materials (text chapters and other documents) and be well prepared for Lectures and Tutorial sessions.
- Make a copy of the PowerPoint slides and add extra notes for your own reading and studying.
- Try to relate the concepts read to a current situation for a practical application of the theory/concepts.
- Actively listen to the lecture, and tutorial discussion in class.
- Participate in the class discussions. If you participate, you will get a better understanding of the concepts with the added bonus that you will remember the material more during exam times. We all learn from each other.
- If you do not understand something, ask the Lecturer and Tutor. If you are unsure or wondering about something presented in class, there are chances that some other classmates may be wondering about the same thing. So please, ask for clarification – this will help yourself and the class for better understanding!

### **Subject Expectations and Participation / Weekly Time Commitment**

As BX3193 is a three credit-point subject it is assumed students will devote ten hours per week to the subject. These ten hours will include weekly engagement with lectures; tutorials; readings; other multimedia, weekly tasks, assignment preparation, LearnJCU viewing and revision.

### **2.4 Student feedback on subject**

As part of our commitment at JCU to improving the quality of our courses and teaching, we regularly seek feedback on your learning experiences. Student feedback informs evaluation of subject and teaching strengths and areas that may need refinement or change. **YourJCU Subject and Teaching Surveys** provide a formal and confidential method for you to provide feedback about your subjects and the staff members teaching within them. These surveys are available to all students through [LearnJCU](#). You will receive an email invitation when the survey opens. We value your feedback and ask that you to provide considered feedback for each of your subjects.

### **2.5 Subject resources and special requirements**

Textbooks are available to purchase online through [The Co-op Bookshop](#). The [JCU Library](#) has limited copies of all prescribed textbooks available for 2 day loans.

#### ***Prescribed Texts***

- » Barrows, C. W., Powers, T. and Reynolds, D. (2012) Introduction to the Hospitality Industry. Eighth edition. John Wiley & Sons

#### ***Core Readings***

- » Barrett, S. (2008). Emergence of the Low Cost Carrier. In Graham, A., Papatheodorou, A. & Forsyth, P. (2008). Aviation and Tourism-Implications for Leisure Travel. Ashgate
- » Barth, S. (2012). Hospitality Law-Managing Legal Issues in the Hospitality Industry. Fourth Edition. Wiley
- » Doganis, R. (2006). The Airline Business. Second Edition. Routledge
- » Fyall, A., Garrod, B., Leask, A., Wanhill, S. (2008) Managing Visitor Attractions New Directions. Second edition. Elsevier
- » Gibson, P. (2006). Cruise Operations Management. Butterworth-Heinemann

- » Holloway , J.C., Humphreys, C. and Davidson, R. (2009). The Business of Tourism. Eighth Edition, Prentice Hall
- » Hayes, D.K. and Ninemeier, J.D. (2009). Human Resources Management in the Hospitality Industry. John Wiley & Sons
- » McCool, S.F. and Moisey, R.N. (2008). Tourism, Recreation and Sustainability-Linking Culture & the Environment. 2<sup>nd</sup> Edition. CABI
- » McKercher, B. & du Cros, H. (2009). Cultural Tourism-The partnership between tourism and cultural heritage management. Routledge.
- » Neimeier, J.D. and Perdue, J. (2008). Discovering Hospitality and Tourism-The World's Greatest Industry. Second Edition. Prentice Hall
- » Page, S.J. (2011). Tourism Management-An Introduction. Fourth Edition. Butterworth-Heinemann
- » Page, S. J. (2009). Transport and Tourism: Global Perspectives. 3<sup>rd</sup> Edition. Prentice Hall
- » Page, S. (2003). Tourism Management: Managing for Change. Butterworth Heinmann
- » Powers, T. and Barrows, C. W. (2006) Introduction to Management in the Hospitality Industry. Eighth edition. John Wiley & Sons
- » Timothy, D.J. and Teye, V.B. (2009) Tourism and Lodging Sector. Butterworth-Heinemann
- » Walker, J.R. (2013). Introduction to Hospitality. Sixth Edition. International Edition. Pearson

### ***Further Reading***

- » Cetron, M., DeMicco, F. and Davies, O. (2010). Hospitality 2015-The future of Hospitality and Travel. American Hotel & Lodging Educational Institute.
- » Harvey, G. (2007). Management in the Airline Industry. Routledge Research in Employment Relations
- » Howell, D.W. (1992). Principles & Methods of Scheduling Reservations. Third Edition. Prentice Hall
- » Holloway, J.C., Humphreys, C. and Davidson, R. (2009). The Business of Tourism. Eighth Edition. Prentice Hall
- » Kotler, P., Bowen, J. & Makens, J. (2003). Marketing for Hospitality and Tourism. Prentice Hall
- » Moutinho, L. (2011). Strategic Management in Tourism. 2<sup>nd</sup> Edition. CABI
- » Nickson, D. (2007). Human Resource Management for the hospitality and tourism industries. Butterworth-Heinemann
- » O' Fallon, M.J. and Rutherford, D.G. (2011). Hotel Management and Operations. Fifth edition. John Wiley & Sons
- » O'Connell, J.F. and Williams, G. (2011). Air Transport in the 21<sup>st</sup> century, Key strategic developments. Ashgate
- » Page, S.J. and Connell, J. (2009). Tourism-A Modern Synthesis. Third Edition. Cengage Learning
- » Walker, J.R. and Walker, J.T. (2011). Tourism Concepts and Practices. Prentice Hall

### **Suggested journals:**

Cornell (Hotel and Restaurant Administration) Quarterly;  
 Harvard Business Review;  
 International Journal of Hospitality Management;  
 International Journal of Contemporary Hospitality Management;  
 Journal of Hospitality and Tourism Research;  
 Leisure and Hospitality Business;  
 Journal of Human Resources in Hospitality and Tourism.

### **Suggested trade press for an up to date knowledge of the industry:**

Caterer and Hotelkeeper;  
 Hospitality;  
 Restaurant and Hotels



## Section 3. Assessment details and other requirements

### 3.1 Requirements for completion of subject

You must obtain a **final mark of at least 50% to** pass the subject and **complete at least 80% of the assessment requirements**. *To avoid receiving an 'X' grade (Fail (did not sit for exam/s or did not complete at least 80% of assessment requirements or deferred exam not granted)) you must also obtain a credible performance over all assessment components within a subject.* Students who have completed less than 100% of the assessment will be subject to review by the College Assessment Committee which could result in overall fail.

Attendance is **mandatory** as there is tutorial participation assessment – and it is a changing area that requires students to keep in touch.

### Submitting Assignments

All of the on course assignments that you do will need to be submitted electronically via a drop box on LearnJCU. You may be expected to submit hardcopies of your assessments to your lecturer. *All assignments have to be submitted with CBLG Individual Task Cover Sheet with your signature. The Cover Sheet is attached on the last page of this document.*

### Final Examination

This subject requires you to sit a Final Exam.

JCU conducts invigilated examinations on their four campuses during the examination period. Please note that a draft exam timetable is published 7 weeks prior to the scheduled commencement date of the exam period. The final exam timetable is published 5 weeks before the commencement of the exam period. The examination period for SP1 2017 has been scheduled in the Important Dates calendar: <https://www.jcu.edu.au/students/important-dates>

Assessment items and final grades will be reviewed through moderation processes ([Learning, Teaching and Assessment Policy](#), 5.13-5.18). It is important to be aware that assessment “is **always subject to final ratification** following the examination period and that **no single result represents a final grade** in a subject” ([Learning, Teaching and Assessment Policy](#), 5.22.).

### Release of Marks/Results

Assessment scores that you achieve are made available in the My Grades item within LearnJCU. You will be advised via an announcement or email that results and feedback are available. In LearnJCU see the Help and Support → How To... → Viewing your Results, for further instructions.

### 3.2 Feedback on student learning

Students can expect to have feedback no later than 21 days after the due day of the submitted assessment items. Assessment items are graded based on the rubrics that will be returned via the Learn JCU grade centre. Here you will get your grade and feedback on the assessment items.

### 3.3 Assessment tasks

#### ASSESSMENT TASK 1: Essay question

#### Aligned subject learning outcomes

- SLO 1 – Appraise the multidimensional nature of hospitality competitiveness;
- SLO 2 – Analyse the process and challenges associated with the development of hospitality management plans and strategies;
- SLO 3 – Critically examine the role and importance of hospitality management and marketing organisations in the sustainable development of competitive destinations
- CLO – K1 Demonstrate essential knowledge necessary for a career in hospitality business related professions
- CLO – S2 Apply critical thinking to address issues in business
- CLO – S3 Convey information clearly and fluently, in high quality written form appropriate for their audience

Group or individual	Individual
Weighting	20%; 1,200 words (Exclude Cover Page and References)
Due date	<b>Due 26<sup>th</sup> August 2017</b> before 12.00 mid-night Singapore time. Electronic submission via SafeAssign on Learn JCU with signed CBLG Cover Sheet.

### ASSESSMENT TASK 1: DESCRIPTION

From Session 2 to Session 4, we mainly focus on three key subject topics: Human Resource Management in hospitality, Travel Agency Management, and Visitor Attraction Management. You are required to select one of the three topics, and then review its associated three contemporary journal articles provided (the three journal articles are in each topic folder in Subject Materials).

You should identify the key issues/challenges facing this particular hospitality area (Human Resources Management, or Travel Agency Management, or Visitor Attraction Management), in terms of operations management (800 words), and then provide 400 words personal statement/recommendations on the issues/challenges identified. Total 1,200 words (exclude cover page and references) for this Assessment Task.

### ASSESSMENT TASK 1: CRITERIA SHEET

See rubric on page 17.

### ASSESSMENT TASK 2.1: Business Proposal

Aligned subject learning outcomes	<ul style="list-style-type: none"> <li>SLO 2 – Analyse the process and challenges associated with the development of hospitality management plans and strategies;</li> <li>CLO – S3 Convey information clearly and fluently, in high quality written form appropriate for their audience</li> </ul>
Group or individual	Individual
Weighting	5%, 1 page (Exclude Cover Page and References)
Due date	<b>Due 07<sup>th</sup> August 2017</b> before 12.00 mid-night Singapore time. Electronic submission via SafeAssign on Learn JCU with signed CBLG Cover Sheet.

### ASSESSMENT TASK 2.1: DESCRIPTION

Working individually, you are to make a business proposal (1 page summary – exclude Cover Page and References) of an existing firm in the tourism and hospitality based in Australia, or in any country that you are living in. You would like to make a recommendation to improve on the operations of this chosen firm in the areas of human resource development, public relations, service quality, partnerships and suppliers, legal compliance and sustainability management. Identify the **two key areas** for improvement and subsequently you will prepare a detailed Operations Report. You should submit this business proposal to your lecturer by the above due day to get approval.

### ASSESSMENT TASK 2.1: CRITERIA SHEET

See rubric on page 18.

### ASSESSMENT TASK 2.2: Operations Report

Aligned subject learning outcomes	<ul style="list-style-type: none"> <li>SLO 2 – Analyse the process and challenges associated with the development of hospitality management plans and strategies;</li> <li>SLO 3 – Critically examine the role and importance of hospitality management and marketing organisations in the sustainable development of competitive destinations;</li> <li>CLO – S2 Apply critical thinking to address issues in business;</li> <li>CLO – S3 Convey information clearly and fluently, in high quality written form appropriate for their audience</li> </ul>
Group or individual	Individual
Weighting	25%; 3,000 words (Exclude Cover Page, Table of Content, References and Appendices)
Due date	<b>Due 11<sup>th</sup> September 2017</b> before 12.00 mid-night Singapore time. Electronic submission via SafeAssign on Learn JCU with signed CBLG Cover Sheet.

## ASSESSMENT TASK 2.2: DESCRIPTION

### What is an Operations Report?

An operations report details the procedures and processes that affect the day-to-day operations of a business. A comprehensive operations report would be hundreds of pages thick and would be updated frequently as new policies and procedures become necessary. It is therefore a living document which management and staff can use to manage the business on a daily basis. In this subject you have been asked to design an operations report for **two components** of a business. Your report will be about 3,000 words, 1,500 on each component (not including cover page, table of content, references and appendices).

### What should the Operations Report Contain?

You should use the knowledge you have gained from the lectures and tutorials / workshop modules in this subject, along with any readings, case studies and knowledge from other subjects to complete your operations report. The manual should be structured as indicated below. The questions are intended as a guide to help you think about what should be in each section. Some questions are not relevant to certain types of tourism operations. It is normal that there may be some overlap between sections. In these cases, it is not necessary to repeat information; you should simply refer the reader to the relevant coverage in another section. The style of writing should be a report format with headings numbered using the decimal format.

#### I. Title Page

- » Identify the business and the document.
- » Identify the location and website URL of the business or where the principals can be reached.
- » Identify the reporter

#### II. Table of Contents

#### III. Report

##### 1. Executive Summary

##### 2. Introduction

##### 3. Operational Procedures – selecting any two of the 6 topics

##### 3.1 Human Resources

- » What are the human resource needs of the business? What positions are needed? How many are full time, part time, casual, volunteer?
- » Duties and responsibilities. Who does what? Who reports to whom? Who makes final decisions?
- » What skills will your employees need in the near future? In five years?
- » What are your plans for recruiting and training personnel?
- » How will you deal with staffing if your business is seasonal? How will you manage staff turnover?

##### 3.2 Public Relations

- » How will you manage the public relations aspects of the business?
- » What procedures do you have in place to deal with crises?
- » How will you measure the success of marketing efforts? From guests' reviews?
- » How can you use the latest technological advances to market your business globally?

##### 3.3 Visitor Experiences and Service Quality

- » What quality control systems would you put in place to ensure high quality visitor experiences?
- » What performance standards will you use and how will you measure quality?
- » How will you manage the relationship with customers?
- » How to achieve customer's satisfaction?
- » How will you deal with complaints and implement service recovery to gain customers' confidence?
- » How will you manage the quality of the tangible aspects of your product (e.g. buildings)? How does the design of your facility (i.e. the servicescape) influence visitor behaviour and encourage satisfaction? Consider the characteristics of services marketing and apply in the chosen firm.
- » What can you do to ensure aesthetic appeal, cleanliness, maintenance and comfort and security of your facilities?

##### 3.4 Partnerships and Suppliers

- » What alliances and partnerships would be beneficial for the survival of the business?

- » What will you do on a day to day basis to develop and nurture partnerships?
- » Who are your suppliers? How will you deal with them? How will you maintain a good relationship with suppliers?
- » Why it is important to manage a strategic supplier relationship and its impact on overall customers' satisfaction?

### 3.5 Legal compliance (including Safety)

- » What legal responsibilities do you have to employees, visitors and others affected by the business?
- » What are the perceived risks and threats to the physical safety of clients, guides and any other person who may be affected by the business? What steps will you take to manage any risks associated with claims of negligence?
- » What steps will you take to legally protect the business against claims arising from overbooking, overcrowding, delay and disappointment?
- » Refer to the government's regulations on business including human resources, hygiene practices and why legal compliance is crucial to the business operations

### 3.6 Sustainable Management

- » What procedures can be put in place to manage the economic, social and environmental sustainability of your business?
- » Will you have a code of ethics for visitors? For employees?
- » Would the business require environmental accreditation?
- » What environmental standards or programs would the business adhere to?
- » What are the environmental risks and what steps need to be taken on a day to day basis to mitigate these?
- » What are the social impacts of the business on the community and other users of the land and how can these be mitigated?
- » What corporate social responsibility initiatives can help to boost the firm's image in the general public perception?

## 4. Literature Review

## 5. Conclusions

## IV. References

The various references cited in your report should be presented in a Reference List. The Reference List should be presented in **APA format** and **sorted** alphabetically as covered in workshops. Referencing relates to both your use of in-text citations and the provision of an appropriately presented Reference List.

## V. Appendices

Label your Appendices: *Appendix A; Appendix B...* This section includes information too bulky for the body of the report but useful to the reader. Remember to refer to your appendices in the text of the report. Use your appendix section wisely, making sure that information that you present here is of sufficient importance to warrant its inclusion. Overuse of the appendix section is just as bad as failing to utilise this section when perhaps you should have. Placing too much material in your appendix section may leave the reader feeling overwhelmed and perhaps even annoyed.

### How should the Operations Report be presented?

Your Operations Report must be typed and you must adhere to the following guidelines:

- » Notations and references must use the **APA style**.
- » Use 1.5 line spacing
- » Margins: at least 2 cm.
- » Typeface: 12 point Arial, Times New Roman or Calibri.
- » Number every page.
- » Presentation of the report is professional.
- » Always keep a paper copy of your work, as insurance against loss or misadventure. Back up your files in more than one place.
- » Attach the standard College of Business, Law and Governance Coversheet with your signature.
- » **Submit an electronic copy to SafeAssignment on BX3193 LearnJCU on 11<sup>th</sup> September 2017 before 12.00 mid-night Singapore time with signed CBLG Individual Task Cover Sheet.**

## ASSESSMENT TASK 2.2: CRITERIA SHEET

See rubric on page 19.

## ASSESSMENT TASK 3: EXAMINATION

Aligned subject learning outcomes	<ul style="list-style-type: none"><li>• SLO 2 – Analyse the process and challenges associated with the development of hospitality management plans and strategies;</li><li>• SLO 3 – Critically examine the role and importance of hospitality management and marketing organisations in the sustainable development of competitive destinations;</li><li>• CLO – K1 Demonstrate essential knowledge necessary for a career in business related professions;</li><li>• CLO – S2 Apply critical thinking to address issues in business;</li><li>• CLO – S3 Convey information clearly and fluently, in high quality written form appropriate for their audience</li></ul>
Weighting	50%
Date	'In examination period' –
Duration	2 hours
see <a href="#">Special Consideration, Supplementary, Deferred and Special Examinations Policy</a>	

## ASSESSMENT TASK 3: EXAMINATION DESCRIPTION

You will be required to complete a two-hour end of teaching period exam during the University's exam period. The University will determine the date and time of the final exam and will provide exam timetables towards the end of the teaching period.

**The examination will consist of 2 parts.**

Part A: 5 short answer questions (30%);

Part B: 1 case study (20%)

## ASSESSMENT TASK 3: EXAMINATION CRITERIA

Nil

## Section 4. Submission and return of assessment

### 4.1 Submission and return of assessment

The ability to adhere to deadlines is a highly desirable attribute that employers seek in our graduates. Right from the beginning, new students should acquire the habit of meeting deadlines for their work, by organising their study time appropriately. The following points apply to the submission of assessment

1. Extensions will be granted in cases of illness or personal issues (supported by strong evidence – at least medical certificate/counsellor's statement required). It is at the discretion of the subject coordinator/lecturer that extension s will be granted for inescapable, unexpected, documented work commitments (provide documentation).
2. You must contact your lecturer well before the due date if you are likely to require an extension for your assignments.
3. Where no prior extension has been approved, late submissions will incur a penalty of 5% of the total mark available per day including part-days, weekends and public holidays. Assessment tasks will generally not be graded after 14 days past the due date.
4. Please ensure that if required to submit a hard copy of written assessment you have attached the College of Business, Law and Governance Assignment Coversheet.
5. Assessment must be submitted using SafeAssign through the LearnJCU website with signed CBLG Individual Task Cover Sheet.
6. The assessment will be returned with feedback no later than 21 days after submission.

### 4.2 Plagiarism and referencing

Plagiarism occurs when writers claim ownership of written words or ideas that are not their own. Plagiarism is a **form of cheating** and any instances of plagiarism will be dealt with promptly according to University procedures.

Please see the **JCU Student Academic Misconduct Requirements Policy**

- [www.jcu.edu.au/policy/student-services/student-academic-misconduct-requirements-policy](http://www.jcu.edu.au/policy/student-services/student-academic-misconduct-requirements-policy)

Also see the definition of self plagiarism in the **JCU Learning, Teaching and Assessment Policy** and note policy statement 5.9 in regard to submission of one's own work that has been previously submitted for assessment and received a grade [www.jcu.edu.au/policy/learning-and-teaching/learning-teaching-and-assessment-policy](http://www.jcu.edu.au/policy/learning-and-teaching/learning-teaching-and-assessment-policy)

Referencing is a systematic way of acknowledging the sources that you have used. Students should check out the very helpful online resources relating to academic writing, referencing and avoiding plagiarism at:

- Writing and Maths Skills Online [www.jcu.edu.au/students/learning-skills/learning-skills-online](http://www.jcu.edu.au/students/learning-skills/learning-skills-online) (In particular, the booklet Summarising, Paraphrasing & Avoiding Plagiarism is a very useful guide).
- The Referencing Libguide <http://libguides.jcu.edu.au/referencing>
- What is Plagiarism? [www.jcu.edu.au/students/exams-and-results/what-is-plagiarism](http://www.jcu.edu.au/students/exams-and-results/what-is-plagiarism)

## Section 5. Subject calendar

Week/Date/Module Lecture Dates		Subject activity 1 Lecture	Tutorial Dates	Subject activity 2 Tutorial	Readings/Preparation	Relationship to Assessment
1	19/7/2017	<b>Session 1:</b> <ul style="list-style-type: none"> <li>Overview of the subject and Assessments</li> <li>Introduction; Categories of Operations</li> </ul>			Refer to PPT slides	Final exam
2	26/7/2017	<b>Session 2:</b> <ul style="list-style-type: none"> <li>Operations &amp; Employment Issues</li> </ul>	27/7/2017	<b>Tutorial 1: Case study</b> *Operations & Employment Issues – Gen Y * Inquiry for Business Proposal / Operations Report	Refer to PPT slides & LearnJCU Week 2 folder	Essay questions, Business proposal, Operations Report, Final Exam
3	02/08/2017	<b>Session 3:</b> <ul style="list-style-type: none"> <li>Travel agency: Long Haul and Short Haul Tours</li> </ul>	03/8/2017	<b>Tutorial 2: Case study</b> *Operations & Employment Issues – Ritz Carlton * Inquiry for Essay Questions	Refer to PPT slides & LearnJCU Week 3 folder	Essay questions, Business proposal, Operations Report, Final Exam
4	16/8/2017	<b>Session 4:</b> <ul style="list-style-type: none"> <li>Attractions</li> <li>Theme Parks</li> </ul>	10/8/2017	<b>Tutorial 3: Case Study</b> *Travel Agency – Short haul & long haul	Refer to PPT slides & LearnJCU Week 4 folder	Essay questions, Business proposal, Operations Report, Final Exam
5	23/8/2017 (make up for PH 09/8/2017)	<b>Session 5:</b> <ul style="list-style-type: none"> <li>Heritage Tourism</li> </ul>	17/8/2017	<b>Tutorial 4: Case Studies</b> *Attractions *Theme Parks	Refer to PPT slides & LearnJCU Week 5 folder	Business proposal, Operations Report, Final Exam
6	30/8/2017	<b>Session 6:</b> <ul style="list-style-type: none"> <li>Accommodation</li> </ul>	31/8/2017	<b>Tutorial 5: Case Study</b> *Heritage Tourism	Refer to PPT slides & LearnJCU Week 6 folder	Business proposal, Operation Report, Final Exam
7	06/9/2017	<b>Session 7:</b> <ul style="list-style-type: none"> <li>Restaurants</li> </ul>	07/9/2017	<b>Tutorial 6: Case Study</b> *Accommodation *Inquiry for Operations Report	Refer to PPT slides & LearnJCU Week 7 folder	Business proposal, Operations Report, Final Exam
8	13/9/2017	<b>Session 8:</b> <ul style="list-style-type: none"> <li>Transportation – air, rail and road</li> </ul>	14/9/2017	<b>Tutorial 7: Case study</b> *Restaurants	Refer to PPT slides & LearnJCU Week 8 folder	Business proposal, Operations Report, Final Exam
9	20/9/2017	<b>Session 9:</b> <ul style="list-style-type: none"> <li>Cruise</li> </ul>	21/9/2017	<b>Tutorial 8: Case study</b> *Transportation	Refer to PPT slides & LearnJCU Week 9 folder	Business proposal, Operations Report, Final Exam

						Final Exam
10	27/9/2017	<b>Session 10:</b> <ul style="list-style-type: none"> <li>• Integration Issues</li> <li>• Subject Revision</li> </ul>	28/9/2017	<b>Tutorial 9: Case Study</b> <b>*Cruise</b>	Refer to PPT slides & LearnJCU Week 10 folder	Business proposal, Operations Report, Final Exam

Please note that the sequence of some topics may change due to availability of staff, resources or due to unforeseen circumstances.



## Section 6. Rubrics

**Rubric Grading Criteria for Essay question (20% of BX3193 assessment)**

Criteria	Unsatisfactory 0-49%	Pass 50 – 64%	Credit 65 – 74%	Distinction 75 – 84%	High distinction 85 – 100%	Grade
<b>Overview of the Articles</b> Explain the fundamentals of the selected topic and the seamless integration between articles concepts and selected topic. SLO - 1/ CLO – K1; S3 <b>Weight: 20%</b>	Produced work which fails to demonstrate a rigorous understanding of knowledge pertaining to the selected topic and integration throughout hospitality operation management.	At a minimum identifies and describes the fundamentals of the selected topic and the relationship linkages between article concepts and selected topic.	Demonstrates a basic ability to develop and organise topic content in a logical manner underpinned by basic analysis with outcomes that are evidence supported.	Exhibits a sound ability to amplify and organise topic content in a logical and concise manner based around critical analysis that is underpinned by unambiguous evidence.	Explains advanced topic fundamentals in a critical and accurate manner that demonstrates advanced systems thinking applied to an integrated hospitality operation system.	
<b>Critical Thinking</b> Compare and contrast the journal articles and identify issues/challenges in the area of selected topic. SLO - 2/CLO - S2; S3 <b>Weight: 30%</b>	Demonstrates a lack of critical thinking around the articles' issues and fails to adequately identify relevant issues/challenges.	Demonstrates basic use of relevant research to understand current business issues applicable to selected topic.	Applies critical thinking to identify topic related business issues pertaining the articles reviewed.	Establishes a sound analytical approach to critical thinking with a diagnosis based around the evidence provided.	Establishes a solid analysis/evaluation of the topic related business issues being scrutinised and dissected.	
<b>Personal statement/recommendations</b> Concise and logical link between the reviewed journal articles and personal statements. SLO – 1; 2/CLO - K1; S2; S3 <b>Weight: 35%</b>	Statement is disorganised or unfocussed, resulting in a disjointed or incoherent essay. Provides little or no evidence to support the discussion.	Statement is poorly organised and/or focussed, or demonstrates serious problems with coherence or progression of ideas. Demonstrates weak critical thinking, providing inappropriate or insufficient examples, reasons or other supporting evidence.	Statement is limited in its organisation or focus, or may demonstrate some lapses in coherence or progression of ideas. Demonstrates some critical thinking, but may do so inconsistently or use inadequate examples, reason or other supporting evidence.	Statement is well organised and focussed, demonstrating coherence and progression of ideas. Demonstrates competent critical thinking, using adequate examples, reasons and other supporting evidence.	Statement is well organised and clearly focussed, demonstrating clear coherence and smooth progression of ideas. Demonstrates strong critical thinking, generally using appropriate examples, reasons and other supporting evidence.	
<b>Presentation &amp; Style</b> Convey information clearly and fluently, in high quality written form appropriate for target audiences with correct APA referencing. CLO - S2; S3 <b>Weight: 15%</b>	Presented work demonstrates a lack of literacy and rudimentary writing skills. Does not convey specific meaning to readers.	Uses a basic understanding of language that conveys ideas with a number of discrepancies pertaining to grammar and/or referencing.	Incorporates appropriate language that generally conveys meaning to readers. Writing may include some errors in grammar and/or referencing.	Employs appropriate language and accepted principles of English and APA citation. Communicates clearly and concisely with minimal errors.	Presented work is expressed coherently and concisely with zero English and/or referencing errors.	
					<b>Total</b>	<b>/100%</b>
					<b>Essay Question Report Mark</b>	<b>/ 20%</b>

## Business Proposal Rubric: Feedback Sheet (5% of assessment – one page only)

### Levels of Achievement

Criteria	Exemplary 75-100%	Satisfactory 50 to 74%	Unsatisfactory 0 to 49%	Grade
<b>Introduction to selected firm</b> CLO – S3; SLO 2 <b>Weight: 20%</b>	Select an appropriate existing firm within the hospitality area. Demonstrated extending research in the selected business, with critical analysis of its operation background.	Select a proper existing firm within the hospitality area. Demonstrated basic research in the selected business, with basic analysis of its operation background.	Select an inappropriate existing firm that is not within the hospitality area. Demonstrated limited research in the selected business, with limited analysis of its operation background.	
<b>One of the two key areas identified for improvements</b> CLO – S2, S3; SLO 2,3 <b>Weight: 30%</b>	Demonstrate a thorough consideration of the business operation issues. Clearly identify the most critical area that needs to be improved, with highly relevant supporting evidences.	Demonstrate a sound consideration of the business operation issues. Identify a critical area that needs to be improved, with supporting evidences.	Limited and /or logically flawed consideration of the business operation issues, identify the irrelevant area for further improvement with no proof or evidences.	
<b>The other one of the two key areas identified for improvements</b> CLO – S2, S3; SLO 2,3 <b>Weight: 30%</b>	Demonstrate a thorough consideration of the business operation issues. Clearly identify the most critical area that needs to be improved, with highly relevant supporting evidences.	Demonstrate a sound consideration of the business operation issues. Identify a critical area that needs to be improved, with supporting evidences.	Limited and /or logically flawed consideration of the business operation issues, identify the irrelevant area for further improvement with no proof or evidences.	
<b>Referencing</b> CLO – S3 <b>Weight: 10%</b>	The reference list is presented alphabetically using correct APA syntax. In-text references are professionally cited throughout.	The reference list is presented alphabetically using correct APA syntax. In-text references are appropriately cited throughout.	The reference list is not presented alphabetically using correct APA syntax. In-text references are inappropriately cited throughout.	
<b>Quality of writing</b> CLO – S3 <b>Weight: 10%</b>	Use clear sentences, organized into coherent paragraphs that follow a logical order. A high level of ability to organise content in a logical, concise and cohesive manner with high level critical analysis supported by evidence.	Use clear sentences, organized into coherent paragraphs that follow a logical order. Some connections to evidence and some but limited critical analysis.	Poor grammar and sentence construction. Little or no use of coherent paragraphs. No logical order to information. Lacks critical analysis and use of evidence.	
				<b>Total</b>
				<b>/100%</b>
				<b>Research Report mark</b>
				<b>/5%</b>

### Operations Report Rubric: Feedback Sheet (25% of assessment)

Criteria	Exemplary 75-100%	Satisfactory 50 to 74%	Unsatisfactory 0 to 49%	Grade
<b>Executive Summary</b> CLO – S3; SLO 2 <b>Weight: 5%</b>	All the most important information and the key points are covered for each section of the report.	All the sections are covered, not clear what the most important information is for some sections.	Too long or too short. Do not cover all aspects statements.	
<b>Introduction</b> CLO – S3; SLO 2 <b>Weight: 10%</b>	The selected organization is introduced in the way that is naturally and highly relevant to bring in the two chosen operational topics; aims of the report are well identified.	The selected organization is introduced in the way that is relevant to bring in the two chosen operational topics; aims of the report are identified.	The selected organization is introduced in the way that is not relevant to bring in the two chosen operational topics; aims of the report are not clearly identified.	
<b>Operational Procedures content (The 2 chosen topics)</b> CLO – S2; SLO 2,3 <b>Weight: 30%</b>	The chosen topics are thorough and well appraised. Excellent analysis of procedures and systems, practices, management of partners and suppliers, legal responsibilities and innovative approach in managing sustainability.	The chosen topics are appraised in most important aspects. Some good analysis of procedures and systems, practices, management of partners and suppliers, legal responsibilities and innovative approach in managing sustainability.	The chosen topics are not well appraised. Poor/lack of analysis of procedures and systems, practices, management of partners and suppliers, legal responsibilities and innovative approach in managing sustainability.	
<b>Content Technic (academic / business literature review)</b> CLO – S2; SLO 2 <b>Weight: 15%</b>	Demonstrated extending readings in relevant literature. Appropriate use of examples to critically analyse and evaluate procedures. Overall content is highly relevant and up-to-date.	Demonstrated basic readings in relevant literature. Some usage of examples to analyse and evaluate procedures. Overall content is relevant and up-to-date.	Demonstrated weak readings in relevant literature. Poor usage of examples to analyse and evaluate procedures. Overall content is irrelevant and not up-to-date.	
<b>Conclusions</b> CLO – S3; SLO 2 <b>Weight: 20%</b>	Excellent ability to integrate the two chosen operational topics and suggest feasible actions based on the combined problems identified within the two topics.	Ability to integrate the two chosen operational topics and suggest actions based on the combined problems identified within the two topics.	Fail to integrate the two chosen operational topics and fail to suggest actions based on the combined problems identified within the two topics.	
<b>Writing Skills</b> CLO – S2, S3; SLO 2,3 <b>Weight: 10%</b>	Demonstrated outstanding grasp of high level writing conventions (spelling, punctuation, grammar). Sentences and paragraphs are well constructed with natural flow, clarity and no errors.	Demonstrated basic grasp of standard writing conventions (spelling, punctuation, grammar). Sentences and paragraphs are constructed and easy to understand with minimal errors.	Demonstrated poor grasp of standard writing conventions (spelling, punctuation, grammar). Sentences and paragraphs are poorly constructed, lacked natural flow, and may include some errors.	
<b>Referencing</b> CLO – S3 <b>Weight: 5%</b>	High level quality of readings in academic journals and articles. The reference list is presented alphabetically using correct APA syntax. In-text references are professionally cited throughout.	Basic readings in academic journals and articles. The reference list is presented alphabetically using correct APA syntax. In-text references are appropriately cited throughout.	Poor readings in academic journals and articles. The reference list is not presented alphabetically using correct APA syntax. In-text references are inappropriately cited throughout.	
<b>Presentation</b> <b>Weight: 5%</b> CLO – S2, S3	Title page is extremely attractive. Report is professionally presented with appropriate fonts and line spacing. Length is within the parameters established for the task.	Title page is neat. Report is presented with appropriate fonts and line spacing. Length is within the parameters established for the task.	Title page is unattractive. Report is not professionally presented with inappropriate fonts and line spacing. Length exceeds/is insufficient to the parameters established for the task.	
				<b>TOTAL</b> /100%
				<b>Research Report mark</b> /25%

## Section 7. Student Support

James Cook University is committed to ensuring people with disabilities, injuries, illnesses or health conditions are able to participate to the fullest possible extent in the educational programs offered by the University and all other aspects of University life. Students with disabilities, injuries, illnesses or health conditions, who require special arrangements or consideration, should contact **AccessAbility Services** (see table below).

If you want further information regarding:	Visit the URL
AccessAbility Services	<a href="http://www.jcu.edu.au/accessability-services">www.jcu.edu.au/accessability-services</a>
Accommodation	<a href="http://www.jcu.edu.au/accommodation">www.jcu.edu.au/accommodation</a>
Careers and employment	<a href="http://www.jcu.edu.au/careers-and-employment">www.jcu.edu.au/careers-and-employment</a>
Childcare	<a href="http://www.jcu.edu.au/students/support/childcare-and-schooling">www.jcu.edu.au/students/support/childcare-and-schooling</a>
Counselling	<a href="http://www.jcu.edu.au/counselling">www.jcu.edu.au/counselling</a>
Enrolment	<a href="http://www.jcu.edu.au/students/enrolment">www.jcu.edu.au/students/enrolment</a>
Feedback and complaints	<a href="http://www.jcu.edu.au/students/feedback-and-complaints">www.jcu.edu.au/students/feedback-and-complaints</a>
Fees and financial support	<a href="http://www.jcu.edu.au/students/fees-and-financial-support">www.jcu.edu.au/students/fees-and-financial-support</a>
Inclusion and engagement	<a href="http://www.jcu.edu.au/inclusion-and-engagement">www.jcu.edu.au/inclusion-and-engagement</a>
Indigenous student support	<a href="http://www.jcu.edu.au/australian-aboriginal-and-torres-strait-islander-information/student-support">www.jcu.edu.au/australian-aboriginal-and-torres-strait-islander-information/student-support</a>
Information for current students	<a href="http://www.jcu.edu.au/students">www.jcu.edu.au/students</a>
International student support	<a href="http://www.jcu.edu.au/international-students">www.jcu.edu.au/international-students</a>
Learning skills/ Language support	<a href="http://www.jcu.edu.au/students/learning-skills">www.jcu.edu.au/students/learning-skills</a>
Library and computing services	<a href="http://www.jcu.edu.au/library">www.jcu.edu.au/library</a>
Librarians – Liaison	<a href="http://www.jcu.edu.au/library/about/library-contact-details/liaison-librarian-discipline-responsibilities">www.jcu.edu.au/library/about/library-contact-details/liaison-librarian-discipline-responsibilities</a>
Off-campus students	<a href="http://www.jcu.edu.au/off-campus-students">www.jcu.edu.au/off-campus-students</a>
Responsibilities and rights	<a href="http://www.jcu.edu.au/students/support/student-support">www.jcu.edu.au/students/support/student-support</a>
Review of Assessment and Student Access to Scripts and Materials Policy	<a href="http://www.jcu.edu.au/policy/student-services/review-of-assessment-and-student-access-to-scripts-and-materials-policy">www.jcu.edu.au/policy/student-services/review-of-assessment-and-student-access-to-scripts-and-materials-policy</a>
Special Consideration, Supplementary, Deferred and Special Examinations Requirements	<a href="http://www.jcu.edu.au/policy/student-services/special-consideration,-supplementary,-deferred-and-special-examinations-policy">www.jcu.edu.au/policy/student-services/special-consideration,-supplementary,-deferred-and-special-examinations-policy</a>
Student Academic Misconduct Requirements	<a href="http://www.jcu.edu.au/policy/student-services/student-academic-misconduct-requirements-policy">www.jcu.edu.au/policy/student-services/student-academic-misconduct-requirements-policy</a>
Student Policies	<a href="http://www.jcu.edu.au/policy/student-services">www.jcu.edu.au/policy/student-services</a>
Student Association	<a href="http://www.jcusa.edu.au/">www.jcusa.edu.au/</a>

## INDIVIDUAL TASK COVER SHEET

<p><i>Student</i></p> <p><i>Please sign, date and attach cover sheet to front of assessment task for all hard copy submissions</i></p>									
<b>SUBJECT CODE</b>									
<b>STUDENT FAMILY NAME</b>	<b>Student Given Name</b>	<b>JCU Student Number</b>							
<b>ASSESSMENT TITLE</b>									
<b>DUE DATE</b>									
<b>LECTURER NAME</b>									
<b>TUTOR NAME</b>									

**Student Declaration**

1. This assignment is my original work and no part has been copied/ reproduced from any other person's work or from any other source, except where acknowledgement has been made (see *Learning, Teaching and Assessment Policy 5.1*).
2. This work has not been submitted for any other course/subject (see *Learning, Teaching and Assessment Policy 5.9*).
3. This assignment has not been written for me.
4. I hold a copy of this assignment and can produce a copy if requested.
5. This work may be used for the purposes of moderation and identifying plagiarism.
6. I give permission for a copy of this marked assignment to be retained by the College for benchmarking and course review and accreditation purposes.

[Learning, Teaching and Assessment Policy 5.1](#). A student who submits work containing plagiarised material for assessment will be subject to the provisions of the [Student Academic Misconduct Requirements](#).

**Note definition of plagiarism and self plagiarism in Learning, Teaching and Assessment Policy:**

**Plagiarism:** reproduction without acknowledgement of another person's words, work or expressed thoughts from any source. The definition of words, works and thoughts includes such representations as diagrams, drawings, sketches, pictures, objects, text, lecture hand-outs, artistic works and other such expressions of ideas, but hereafter the term 'work' is used to embrace all of these. Plagiarism comprises not only direct copying of aspects of another person's work but also the reproduction, even if slightly rewritten or adapted, of someone else's ideas. In both cases, someone else's work is presented as the student's own. Under the Australian *Copyright Act 1968* a copyright owner can take legal action in the courts against a party who has infringed their copyright.

**Self Plagiarism:** the use of one's own previously assessed material being resubmitted without acknowledgement or citing of the original.

**Student Signature**

..... **Submission date** ...../...../.....