



# DEVELOPING HUMAN TALENT FOR TOURISM MANAGEMENT

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# Workshop Objectives

- Provide a practical example of how Tourism Master`s Degrees can be designed in collaboration with the Travel & Tourism Industry
- Explain the importance of developing the Employability & Management Skills of Tourism Master`s Degree students
- Outline teaching, learning and assessment strategies that can be used to embed Employability and Management Skills into the curriculum

# Structure of the Workshop

- Explanation of the content for approximately 60 minutes
- Discussion, questions and answers for 30 minutes
- A hard copy short paper is provided that includes the key elements of this workshop



## Professor David Hind

- Tourism Consultant, Dept Business & Law, London Metropolitan University
- Collaborated with the UK Travel & Tourism Industry in 1985 on the design of the UK`s first Bachelor`s degree in Travel & Tourism
- Collaborated with the UK Travel & Tourism Industry in 2012 – 13 to design the UK`s first 100% online Master`s degree in Travel Business Leadership
- Has researched and taught Employability & Management Skills development throughout his career
- Has written or co-authored four text books on Transferable Personal Skills Development & Employability Skills

# DEVELOPING HUMAN CAPITAL FOR THE TOURISM INDUSTRY

Human talent is needed for economic development and to give industry competitiveness when it is competing globally.

There has to be investment in tourism education so that the human talent working in travel & tourism is implementing international best practices in tourism management.

The role of education establishments is to develop courses that have a greater balance between theory and practice and incorporate teaching and learning methods that are international, innovative and interactive.

The courses should respond to industry needs and be aligned with the sector`s needs so that the tourism graduates have relevant knowledge and skills for future employability.

World Travel & Tourism Council (2014)

CASE STUDY  
MSc TRAVEL BUSINESS  
LEADERSHIP

# The Context

- Always looking to develop new degree programmes
- Investment was being made in online courses
- Pedagogy for learning was developing as a result of advances in technology
- Higher Education in the UK encouraged to collaborate with industry on course design
- Excellent relationships with the Institute of Travel & Tourism

The UK`s Leading Professional Body for Travel & Tourism



# The Agreement:

ITT support will be provided as long as the degree is designed in consultation with the travel & tourism industry.

The modules should be based on guidance provided by senior travel executives that represent all sectors of the industry.

Modules that are currently taught on face-to-face classroom based degrees will not suffice, the modules for the online degree should be firmly based on industry expectations.

# The industry / education partnership

- 30 senior industry executives were interviewed
- Representing 50+ brands within the industry
- All industry sectors consulted - all corners of the UK
- Endorsed by the Institute of Travel & Tourism
- Focus on practical, useful knowledge and skills required in the dynamic Travel & Tourism Industry

# Interviewees Included

- Managing Director, Advantage Travel
- Operations Manager, Amadeus UK Ltd
- Chairman, All Leisure Group
- Head of UK Sales, Hilton Worldwide
- Managing Director, Kuoni
- HR Director, Qatar Airways
- Chief Executive, Shearings Group
- Head of Legal & Government Affairs, Thomas Cook
- Head of Leadership Development, TUI
- Director of People & Performance, Virgin Holidays Group



# The Research Method

Qualitative personal interviews in the office of the respondent, questions on:

- The value placed on staff development by the company
- The support provided by the company to develop it`s human talent
- Subjects that a Master`s degree for the Travel Industry should include

Focus Group Meeting to:

- Report back on the findings from the personal interviews
- Refine the content for the degree
- Explore module titles
- Explore course title
- Explore course fee

# Key Recommendations

- Management & leadership skills
- Understanding the industry & technology
- Numerical and analytical skills
- Understanding the customer & the use of contemporary marketing methods
- Finance & commercial skills
- Industry regulations and legislation

# MSc Travel Business Leadership

- Technology for Travel
- Experiential marketing
- Creativity & Innovation
- Strategic Management for Travel
- Responsible Tourism Theory & Practice
- Masters Research methods
- Masters Research Project



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# EMPLOYABILITY & MANAGEMENT SKILLS

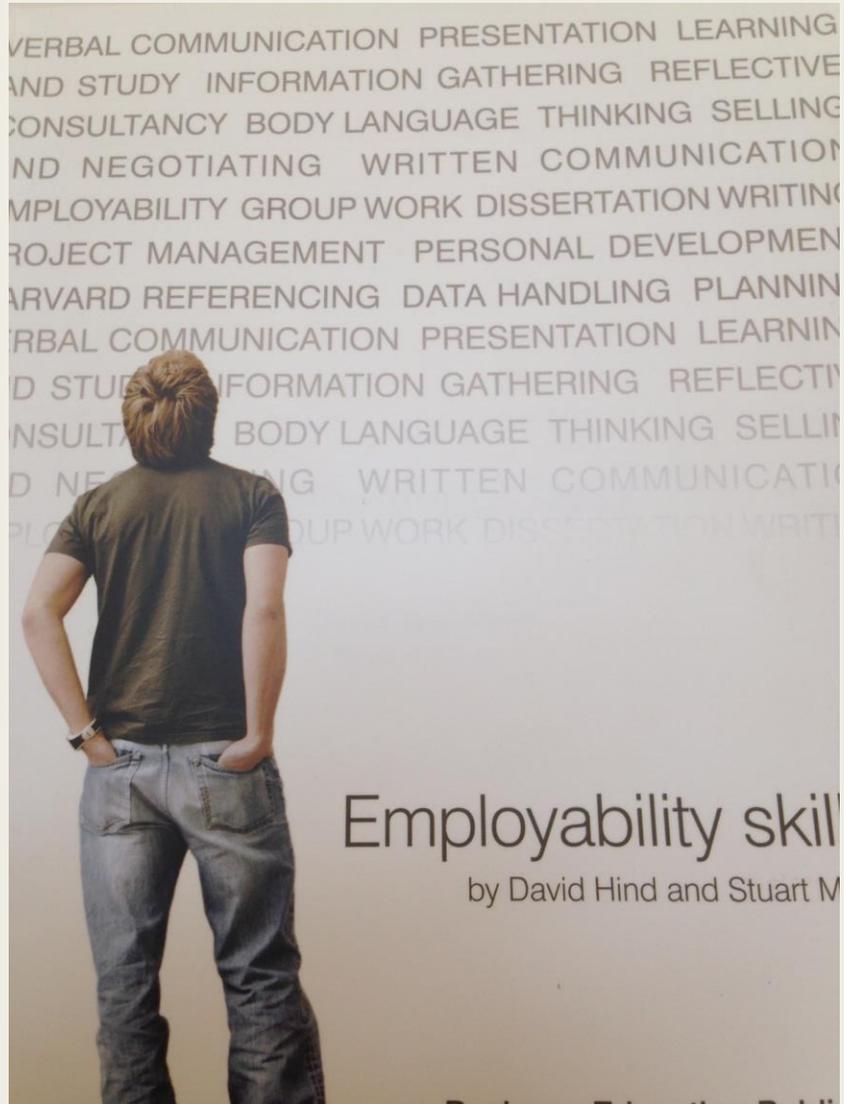
` Graduates are inarticulate, tongue-tied, show little initiative and are unable to work effectively with other people`

Hind & Moss (2011)

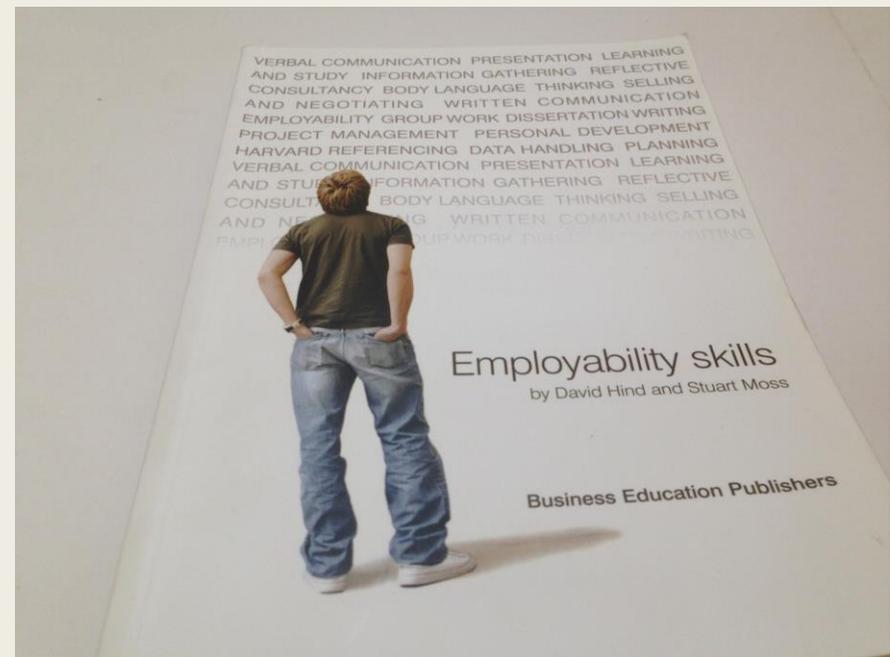
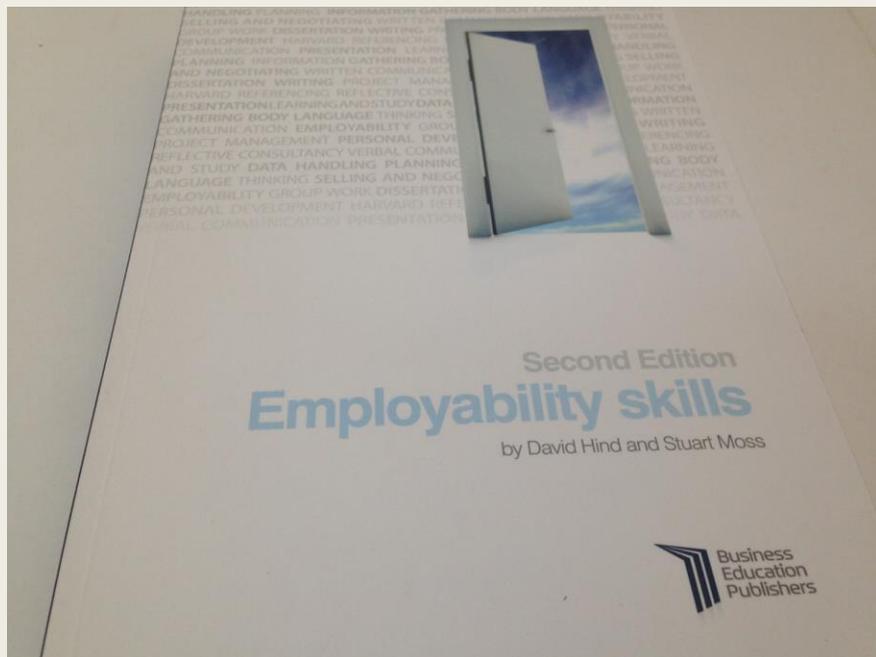
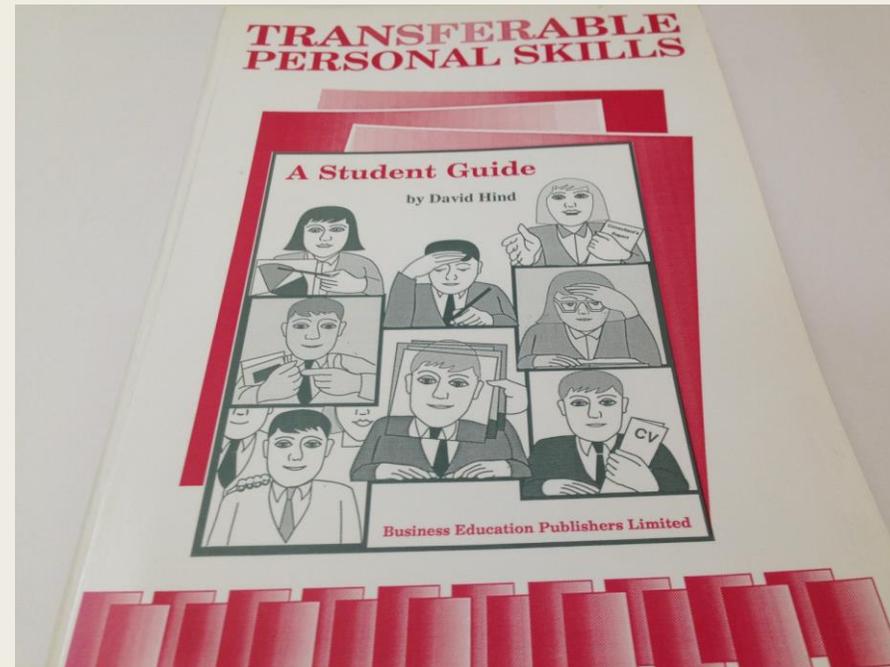
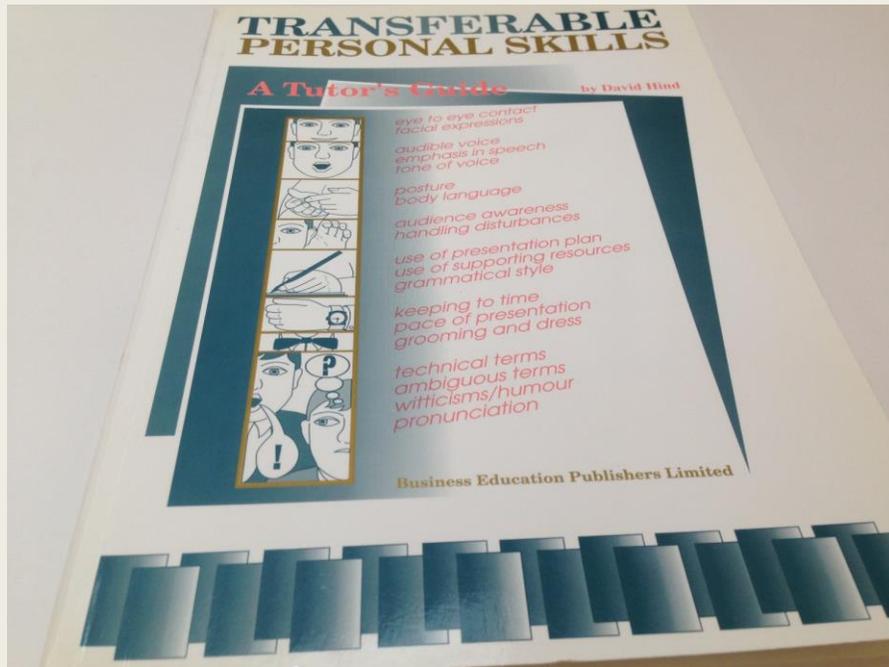
Employability skills are:

` A set of achievements – skills, understanding and personal attributes – that makes graduates more likely to gain employment and be successful in their chosen occupations, which benefits themselves, the workforce, the community and the economy`

Yorke (2006)



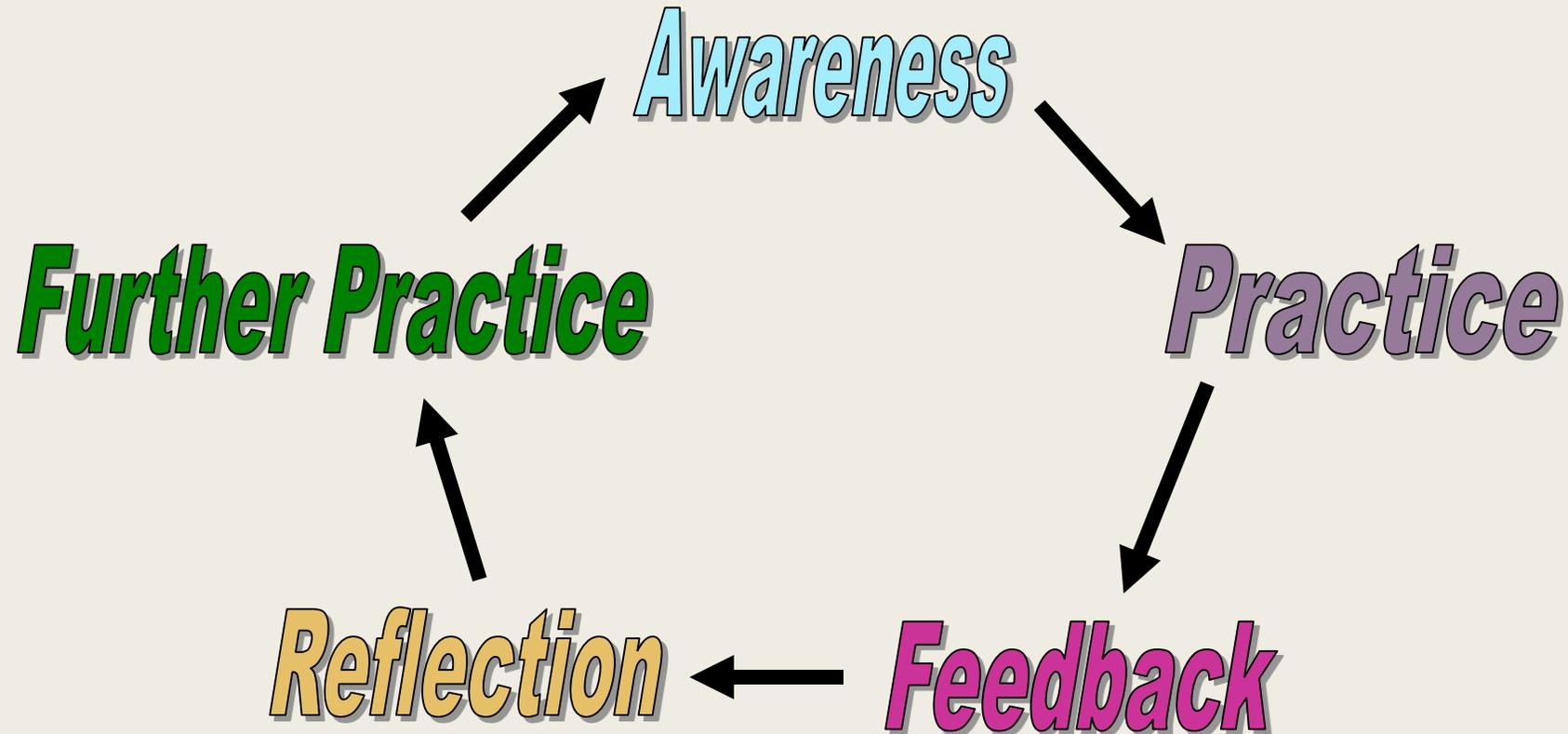
In the UK all students on all degrees are expected to develop their employability skills



# Integrating Employability & Management Skills into the Curriculum

- A specially designed module
- Integrating skills development into all modules
- A combination of the above

# Developing Employability Skills is a Cyclic Process



# The Management Development Module

- Module Principles:
  - Skills are developed through active participation
  - Structured learning helps students to develop their personal skills
  - Simulated management scenarios help students to practise their skills in a safe setting
  - Immediate feedback to the students on their performance is essential for reflection

# Skills Developed in the Management Development Module

- Problem solving skills
- Creativity skills
- Reflective skills
- Leadership & management skills

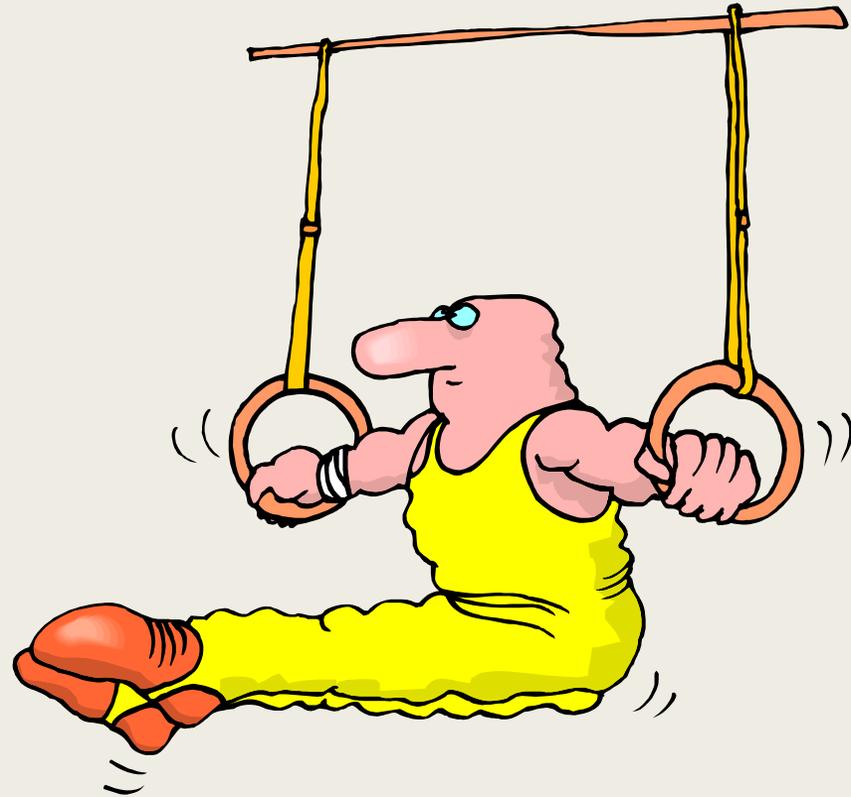
A variety of teaching, learning and assessments methods were devised

# Theatre Role Play

- A negotiation exercise between a manager and a customer
- Each student has an objective to reach
- A spontaneous simulation
- External interventions
- Takes place in a professional recording studio
- Formally assesses the student`s high order intellectual and communication skills
- STUDENTS ENJOY THIS LEARNING ACTIVITY AND CAN SEE THE BENEFIT OF IT TO THEIR FUTURE EMPLOYABILITY

# Remember the Stages

- *Awareness*
- *Practice*
- *Feedback*
- *Reflection*
- *Further practice post-feedback*



# Putting it all Together

- Employability and management skills are developed over time and with each new professional or social encounter
- All students need to be fully aware of their portfolio of employability and management skills
- Job adverts can be analysed to identify the employability and management skills required
- A university Masters degree in Tourism Management can be designed to help students develop a highly relevant set of employability and management skills

# Conclusion

- Working with industry partners on course design is essential
- Consult as widely as possible on curriculum content in order to receive industry endorsement
- Launch and promote the degree in association with a professional body
- As well as subject knowledge students also have to develop their employability and management skills
- Embedding skills development into the curriculum does work
- Students enjoy this form of personal development and can see its relevance for their employability

THANK YOU FOR LISTENING

ANY QUESTIONS?????????

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