INDIANA UNIVERSITY SCHOOL OF
PHYSICAL EDUCATION AND TOURISM MANAGEMENT
DEPARTMENT OF TOURISM,
CONVENTIONS, AND
EVENT MANAGEMENT

2007-2008 Annual Report

IUPUI's Principles of Undergraduate Learning (PULs)

Core Communication and Quantitative Skills
Critical Thinking
Integration and Application of Knowledge
Intellectual Depth, Breadth, and Adaptiveness
Understanding Society and Culture
Values and Ethics

TCEM's Learning Domains and Outcomes

I. **Foundation - Knowledge and Comprehension**

    A.   Principles of Management
          1.   Planning
          2.   Organizing
          3.   Leading
          4.   Controlling

    B.   Problem Solving Using Quantitative and Qualitative Skills

    C.   Teamwork

    D.   Total Quality Management

    E.   Communication and Interpersonal Skills

    F.   Management Analysis

1. Philosophy
2. History
3. Social Services
   a. Diversity
   b. Customer Needs
4. Critical Thinking

G. Values/Ethics

H. Management Style Theories

I. Legal Issues
J. Technology
K. 1. Industry Specific Software
K. Industry Analysis
   1. Career Opportunities

II. **Application - Practice, Analysis, and Synthesis**

A. Operational Practice Based on Depth and Breadth of Knowledge
   1. Mission, Goals and Objectives
   2. Customer Analysis
      a) Demographics and Psychographics
   3. Product and Service Concept Development
   4. Financial Decision Making and Analysis
      a) Pricing
   5. Marketing
      a) Target Marketing
      b) Core Products
   6. Implementation of Concept
   7. Human Resource Management
      a) Job Analysis
      b) Employee Training and Development
   9. Information Management

     B.   Implementation
          1.   Critical Thinking

     C.   Evaluation
          1.   Modification Based on Feedback (Adaptiveness)
     D.   Professionalism
          1.   Personal Attributes
          2.   Cooperation

     E.   Teamwork

     F.   Total Quality Management (TQM)

     G.   Networking

     H.   Flexibility

     I.   Community Service

III.   Execution - Continuous Learning

     A.   Self-Evaluation

     B.   Research

     C.   Skills Development

     D.   Adjust to Meet Customer Expectations

What will Mary Smith know and be able to do by the time she graduates from your program at IUPUI? (What general outcomes are we seeking in terms of PUL's and TCEM Learning Outcomes?)

OUTCOMES

FOUNDATION - KNOWLEDGE AND COMPREHENSION

A. Principles of Management - The contemporary tourism management professional must operate in an environment of constant change.

   1. Plan operational objectives
   2. Organize resources and activities to meet operational objectives.
   3. Motivate staff to meet operational objectives.
   4. Control resources to achieve profitability.

B. The contemporary hospitality management professional must know and apply problem solving techniques in tourism management.

   1. Demonstrate a willingness and ability to embrace conflicting information or situations, and engage in problem –solving using quantitative and qualitative skills.

C. The contemporary tourism management professional must be able to develop a team concept among staff.

   1. Assess employee's needs.
   2. Develop company policies.
   3. Execute policies.
   4. Resolve conflicts.

D. The contemporary tourism management professional must be able to use total quality management.

   1. Identify advantages of TQM for delivery of tourism services.
   2. Develop techniques to train employees in TQM.

E. The contemporary tourism management professional must be able to communicate through a variety of mechanism.

1. Express him/herself clearly, concisely, and accurately in both written and verbal form.
2. Understand and use non-verbal communication effectively.
3. Utilize technology to expand avenues of communication.

F. The contemporary tourism management professional must rely on critical thinking to analyze all situations, develop alternatives, and select the appropriate solution.

1. Discuss various management and customer philosophies.
2. Compare various historical management perspectives.
3. Examine social science theories related to management style.
4. Explore differences among employees, managers, and customers.
5. Interpret changing customer needs and expectations.

G. The contemporary tourism management professional must be able to utilize core values when faced with ethical issues of a rapidly changing tourism environment.

1. Respect cultural differences and value those differences in his/her profession and community.
2. Exercise legal and fiscal responsibility.
3. Take appropriate action in situations where a violation of law or ethical conduct is suspected.
4. Strive to conform to acceptable practices in the field of hospitality management.

H. The contemporary tourism management professional must be able to adapt their management style to suit their specific responsibilities and personalities.

I. The contemporary tourism management professional must stay informed about laws and be knowledgeable about legal precedents.

1. Understand societal changes that impact the legal and regulatory systems.

J. The contemporary tourism management professional must be able to define their technological needs through an understanding of industry specific software and be comfortable in its application.

1. Acquire computer proficiency skills.
2. Assess the technological needs of the organization.

3. Explore appropriate software programs.
4. Select, purchase and implement systems.
5. Train employees and evaluate effectiveness of use.

K. The contemporary tourism management professional must have a comprehensive understanding of the history, trends, issues, economics and legislation and their impact on the hospitality industry.

1. Relate trends to career opportunities.

APPLICATION - PRACTICE, ANALYSIS, AND SYNTHESIS

A. The contemporary tourism management professional must be able to apply foundations of management in order to effectively practice learned skills.

1. Assess, comply and modify as necessary the mission, goals, and objectives of the organization.
2. Establish rapport with customers.
3. Fulfill customer needs and expectations using demographic and psychographic data analysis.
4. Apply a holistic approach to customer interaction.
5. Develop concepts of product and service.
6. Develop pricing strategies through forecasting and calculation of controllable and uncontrollable costs.
7. Select products and services which meet customer expectations and company objectives.
8. Implement product and service concepts.
9. Develop and implement marketing and sales strategies.
10. Facilitate job analysis through development of job specifications and job description.
11. Assist employees in reaching their full potential through training and development.
12. Incorporate information management in all aspects of the operation.

B. The contemporary tourism management professional must be able to use current decision-making tools to reach appropriate and acceptable solutions.

1. Follow the established procedures for problem-solving.
2. Establish a feedback procedure to monitor and adjust progress towards objectives.

C. The contemporary tourism management professional must be able to analyze evaluative criteria to adapt to changing business environments.

D. The contemporary tourism management professional must be able to exhibit professional conduct in daily activities.

1. Maintain an image of neatness, cleanliness, and appropriate professional attire.
2. Demonstrate honesty and integrity.
3. Exemplify responsibility and dependability.
4. Appear enthusiastic and stimulate enthusiasm in others.
5. Support the goals of the tourism industry.

E. The contemporary tourism management professional must be able to encourage teamwork to efficiently manage operational resources.

F. The contemporary tourism management professional must be able to apply principles of total quality management to deliver quality products and services.

1. Use quality circles to enhance products and services.
2. Encourage cooperation among team members.
3. Analyze and respond to customer feedback.

G. The contemporary tourism management professional must be able to utilize networking to enhance his/her growth, develop employees, and contribute to the success of the operation.

H. The contemporary tourism management professional must be able to use flexibility to gain competitive advantage.

1. Perform research on competitors.
2. Provide alternative recommendations.
3. Select and implement appropriate strategies.

I. The contemporary tourism management professional must be able to share his/her knowledge and skills with the community.

EXECUTION - CONTINUOUS LEARNING

A. The contemporary tourism management professional must be able to participate in lifelong learning to continually update his/her knowledge base.

1. Retain membership in professional organizations, and participate in professional networks.
2. Establish lifelong learning habits to keep abreast of all new developments.
3. Conduct ongoing self-evaluation and modify practices accordingly.

B. The contemporary tourism management professional must be able to analyze the business   environment using   applicable research techniques.

    1.   Analyze demographic and psychographic changes in customer profiles.

    2.   Apply newly-acquired information and skills in tourism operations.

    3.   Attend relevant workshops, conferences, and other professional development opportunities.

C. The contemporary tourism management professional must be able to recognize and adapt to changing customer   trends.

STUDENT COMPETENCIES

What will Mary Smith know and be able to do by the time she graduates from the IUPUI TCEM program?   How will Mary learn these things? TCEM Courses through which competencies are taught are divided into 3 domains: I-Foundational Knowledge and Comprehension; II-Application [Practice, Analysis and Synthesis]; III Executiion and Continuous Learning.

IUPUI PRINCIPLES OF UNDERGRADUATE LEARNING

Communication and Quantitative Skills; Critical Thinking; Integration and Application of Knowledge; Intellectual Depth, Breadth, and Adaptiveness; Values and Ethics

LEARNING DOMAIN I: FOUNDATION KNOWLEDGE AND COMPREHENSION	LEARNING DOMAIN II: APPLICATION - PRACTICE, ANALYSIS, AND SYNTHESIS			LEARNING DOMAIN III: EXECUTION – CONTINUOUS LEARNING	OUTCOMES ASSESSMENT MEASURES
UNDERSTAND	**PRACTICE**	**ANALYZE**	**SYNTHESIZE**	**EXECUTE**	
A. Principles of Management					
1.Operational objectives and connection to organizational mission, goals and objectives **TCEM 171, 172, 212, 312, 329, 352, 362, 372, 391, 472**	**1. Plan operational objectives to meet the mission, goals, and objectives of the organization** **TCEM 271,306, 310, 499**			**Domains I and II will be part of the process of continuous learning, and will include lifelong learning, environmental scanning, applying competencies and keeping current with changing trends**	
2. Organization of material, human, and financial resources and activities to meet operational objectives **171, 172, 212, 231, 312, 319, 362, 372, 391, 411, 472**		**2. Deploy material, human, and financial resources and activities to meet operational objectives** **271, 306, 310, L391, 499**			

3. Leadership theory for meeting operational objectives 212, 310		3. Evaluate leadership theories that best meet operational objectives 499			
4. Motivation theories to enable staff to meet operational objectives 212, 271, 310, 312, 352			4. Provide opportunities to enable staff to meet operational objectives L391, 499		
5. Managing organizational changes effectively [change theory] 212, 271, 310, 312, 352, 472, 499				Domains I and II will be part of the process of continuous learning, and will include lifelong learning,	
6. Resource control to achieve profitability141, 212, 241, 271, 310, 312, 319, 362, 372, 391		5. Control resources to achieve profitability499			
B. Problem Solving					

1. The nature of conflict and challenging situations, to include conflict resolution strategies and approaches to addresses challenges 172, 212, 231, 241, 306, 310, 312, 319, 334, 352, 362, 372, 387, 391, 411, 461, 472		1. Determine the nature of the conflict or challenge and select strategy for resolution 212, 241, 271, 310, 312, L391, 461, 499		environmental scanning, applying competencies and keeping current with changing trends	
2. Feedback procedure to monitor solutions 212, 241, 271, 310, 312, 411, 472		2. Establish a feedback procedure to monitor solutions L391, 461, 499			
3. Evaluation and modification of progress toward problem resolution 212, 271, 310, 312, 341, 411, 472			3. Evaluate and modify progress toward solutions L391, 387, 499		
C. Teamwork					
1. Training and development methods of employees based on needs assessment 212, 271, 310, 312,		1. Assess employees' needs to facilitate training and development L391, 499			

2. Business policies that promote teamwork 172, 181, 212, 271, 310, 312, 319		2. Develop company policies to promote teamwork L391, 499			
3.Policy execution strategies172, 181, 212, 271, 310, 312, 319	3. Execute policies310, L391, 499			**Domains I and II will be part of the process of continuous learning, and will include lifelong learning, environmental scanning, applying competencies and keeping current with changing trends**	
4. Conflict resolution methods 172, 181, 212, 271, 310, 312, 319 ALL	4. Resolve conflicts 310, L391, 499				
D. Management Evaluation and Assessment					
1. Research and feedback strategies 141, 171, 172, 231, 241, 272, 310, 312, 352, 362, 372, 387, 461, 472		1. Determine and implement appropriate researach and feedback strategies 306, L391, 461, 499			
2. Application of evaluative results 141, 171, 241, 271, 310, 312, 319, 362, L391, 461, 472		2. Analyze evaluative results to adapt to changing business environments 306, 310, 499			

E. Communication					
1. Written and verbal communication processes **All courses**	**1. Express self clearly, concisely and accurately in written and verbally** **All courses**				
2.Non-verbal communication **212, 312, 352**	**2. Interpret and use non-verbal communication effectively** **306, L391, 499**				
3. Technology uses to expand communication110, 119, 141, 172, 181, 231, 241, 271, 310, 319, ?334 [ask Amanda], 352, 461	**3. Utilize technology to expand avenues of communication110, 172, 306, 499**			**Domains I and II will be part of the process of continuous learning, and will include lifelong learning, environmental scanning, applying competencies and keeping current with changing trends**	
F. Critical Thinking					
1. Various management and customer philosophies **119, 172, 181, 212, 272, 312, 387, 472**		**1. Discuss various management and customer philosophies** **212, 312, 499**			

2. Various historical management perspectives 212, 312, 319		**2. Compare various historical management perspectives** 212, 312, 319, 499			
3. Various social science theories related to management style 212, 272, 312, 319, 352, 362, 372, 472			**3. Examine social science theories related to management style** 212, 272, 312, 319, 352, 362, 372		
4. Differences among employees, managers, and customers using demographic and psychographic data analysis 119, 171, 172, 212, 231, 271, 272, 310, 312, 319, 362, 472		**4. Explore differences among employees, managers, and customers** 172, 231, 271, 272, 312, 319			
5. Changing customer needs and expectations 119, 171, 172, 212, 231, 271, 272, 310, 312, 319, 372, 387, 472		**5. Interpret changing customer needs and expectations** 172, 231, 271, 272, 312, 319			
G. Diversity					

1.Cultural differences and valuing those differences in the profession and community 212, 231, 272, 312, 319, 334, 352, 372, 387, 472	1.Value cultural differences in the profession and community 319, 461, 499			Domains I and II will be part of the process of continuous learning, and will include lifelong learning, environmental scanning, applying competencies and keeping current with changing trends
2. Operation of organization in socially responsible manner 171, 172, 212, 231, 310, 319, 334, 362, 371, 472				
3. Legal and fiscal responsibilities 141, 212, 241, 271, 306, 310, 312, 391, 411, 472, 499	1. Practice legal and fiscal responsibilities pertaining to diversity 271, 461, 499			
4. Appropriate action in situations in which a violation of law is suspected 212, 312, 319, 352, 411		1, Reflect on situations in which violations of law are suspected 312, 319		

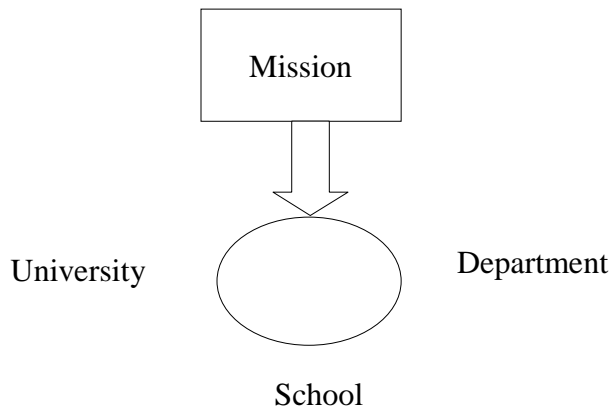|					
5. Accepted practices in the field of tourism management 119, 171, 172, 181, 212, 271, 212, 271, 306, 310, 312, 319, 387, 391, 461, 472, 499	1. Facilitate accepted practices in the field of tourism management 499				
H. Legal Aspects					
1. Industry laws and procedures 119, 141, 181, 212, 241, 271, 310, 312, 319, 352, 362, 391, 411, 461, 472, 499		1. Review industry laws and procedures for compliance 119, 181, 212, 312, 319, 352, 411, 499		Domains I and II will be part of the process of continuous learning, and will include lifelong learning, environmental scanning, applying competencies and keeping current with changing trends	
2. Legal responsibility and accountability 141, 241, 271, 310, 352, 362, 411, 472	2. Accept legal responsibility and accountability 461, 499				
I. Information Technology					
1. Use of information resources and efficient technology application 141, 181, 241, 271, 306, 312, 352, 387, 461, 499	1. Use information resources and technology efficiently 110, 181, 241, 271, 387, 461, 499				

2. Roles IT service providers in assessing and implementing procedures to meet the needs of the organization **241, 271, 499**	**2. Interface with IT service providers to assess and implement procedures to meet the needs of the organization** **499**				
J. Professional and Industry Expectations					
1. Personal and academic strengths to possible career paths **100, 119, 171, 172, 181, 319, ?334 [ask Amanda], 387**			**1. Relate personal and academic strengths to possible career paths**	**A. Continue lifelong learning to keep abreast of industry developments** **B. Conduct ongoing self-evaluation and modify practices accordingly**	
2. Networking to enhance his/her growth, develop employees, and contribute to the success of the organization **172, 271, 213, 312, 319, 387**	**2. Network to enhance own growth, develop employees, and contribute to organization success** **461, 387, 499**			**A. Attend relevant workshops, conferences and other professional development opportunities**	

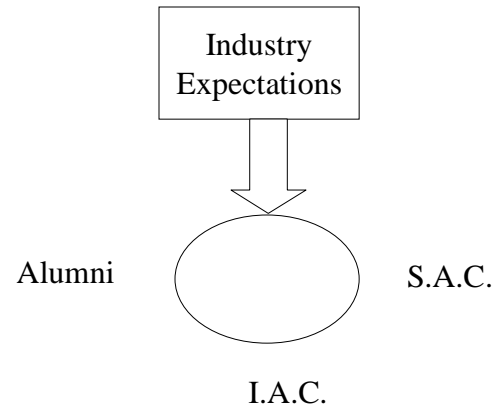|					
3. Leadership behaviors **212, 310, 312, 319**	**3. Exemplify responsibility and dependability** **387, L391, 499**			**A. Analyze demographic and psychographic changes in customer profiles** **B. Recognize and adapt to changing customer trends** **C. Retain membership in professional organizations and participate in professional networks**	
4. Professional ethics **141, 172, 212, 271, 310, 312, 319, 352, 387, 411, 461, 472**	**4. Demonstrate professional ethics** **241, 387, 411, 499**				
5. Importance of sharing knowledge and skills with the community **172, 271, 352, 461, 472**	**5. Share knowledge and skills with the community** **461, 499**				

Assessment Findings and Changes Based on Assessment Findings

Outcomes Assessment Measures - At graduation, what evidence could you and Mary provide the parent and employer to demonstrate that Mary Smith knows and can do the things you told them she would learn? Capstone Course
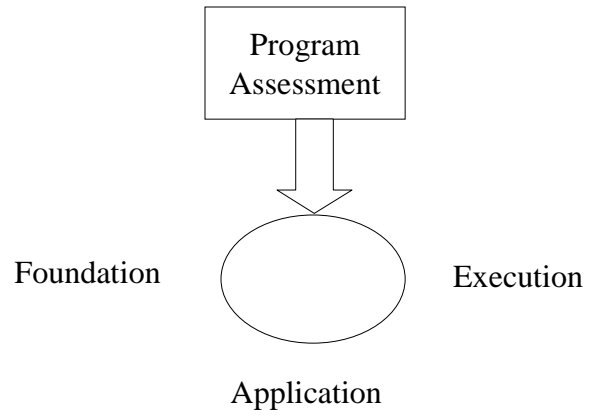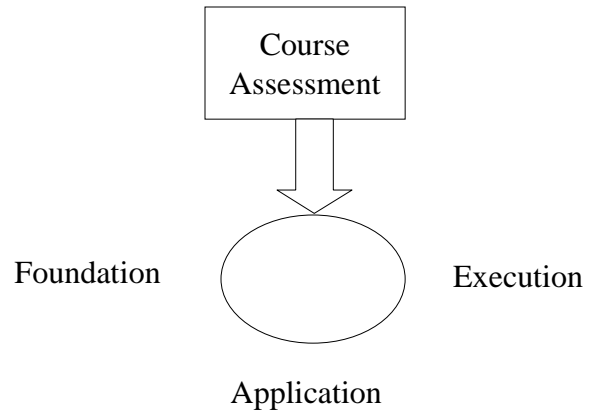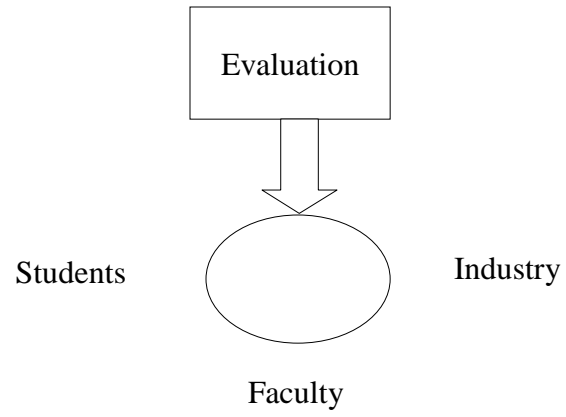
Step 1

Mission

University   Department

School

Step 2

Industry
Expectations

Alumni

S.A.C.

I.A.C.

Step 3

Program
Assessment

Foundation

Execution

Application

Step 4

Course
Assessment

Foundation

Execution

Application

Step 5
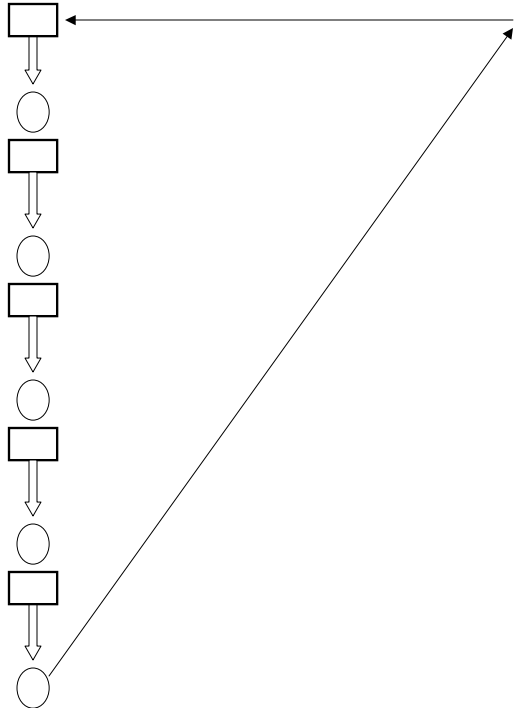
Evaluation

Students   Industry

Faculty

P.A.M.

What are the assessment findings?

   In October 2007, the department underwent such a program review. Reviewers were asked to (a) recognize the department's strengths and achievements, (b) promote goal setting and planning, and (c) identify areas in need of attention. In reviewing the data and information provided by the department, the review committee concluded that TCEM is well-prepared to more aggressively expand its influence both nationally and internationally. The committee pointed out that the department occupies a unique niche in the tourism education discipline and every effort should be made to capitalize on the unique positioning of the program. To move forward in achieving its vision, the committee offered fifteen recommendations as critical to the overall success in achieving the department's, the school's and the university's priorities.
   One of the fifteen recommendations was to conduct a strategic curriculum review to avoid redundancy and to present opportunities for students to broaden their general education. A committee consisting of three TCEM faculty members was formed soon after the recommendations were made public to address this area. The committee relied on an existing model developed by the department to assist in competency identification and also on IUPUI's matrix of Principles of Undergraduate Learning. The committee presented its recommendations to the TCEM faculty for approval in the spring 2008. The department unanimously approved the revised curriculum, shown below, which will take effect fall 2009.

BACHELOR OF SCIENCE IN TOURISM, CONVENTIONS, AND EVENT MANAGEMENT (IU DEGREE)

General Education Requirements (45 credit hours)

W131 English Composition I
ENG W231 Professional Writing Skills
COMM R110 Fundamentals of Speech Communication
ENG W331 Bus & Admin Writing   *Or* COMM R320 Advanced Public Communications
PSY B104 Psychology as a Soc Science
PSY Elective (300 level)
ECON E201 Economics
PHIL P162 Logic
STAT 113
STAT 301
World Languages and Culture
World Languages and Culture
GEOG G110 Introduction to Human Geography
GEOG Elective from the following: G321, G323, G324, G326)
ANTH A304 Social & Cultural Behavior *Or* ANTH A361 Applied Cultural Change

Major Requirements (66 credit hours)

TCEM 100 Intro to Tourism System
TCEM 112 Tourism and Hospitality Management Principles
TCEM 171 Intro to Convention/Meeting Mgt
TCEM 172 Development and Management of Attractions
TCEM 181 Lodging Industry Operations
TCEM 210 Special Event Management   *P:* 171***
TCEM 219 Management of Sports
TCEM 231 Tourism and Hospitality Marketing
TCEM 241 Fin Acct for the Service Industries *P:* PHIL P162 Logic
TCEM 252 Promotional Communications   *P:* ENG W231
TCEM 271 Mechanics of Meeting Planning *P:* 171***
TCEM 306 Destination Planning   *P:* 231 **
TCEM 310 Event Catering Managemen
TCEM L310 Event Catering Management Lab   *P:* 310 **
TCEM 312 Human Resources Management   *P:*112
TCEM 334 Cultural/Heritage
TCEM 341 Fin Analysis & Dec Making in Tourism & Hosp *P:* 241***
TCEM 362 Tourism Economics   *P:* 100 and ECON 201
TCEM 372 Global Tourism Geography *P:* 172, GEOG 300 elective
TCEM 401 Industry Internship ***
TCEM 411 Tourism and Hospitality Law   *P:* 112, 312
TCEM 461 Tourism Research Plan & Development   *P:* STAT 301
TCEM 472 Global Tourism Seminar   *P:* 100
TCEM 499 Operational Tourism Analysis *P:* 112, 231, 341, STAT 301***

Electives (12 credit hours)
6 hours 100 or 200 level *   **6 hours must be 300 level or higher**

 *   UCOL 110 is highly recommended
 **   offered at Camp Brosius located in Elkhart Lake, WI

*** authorization for enrollment is required

Revised: 06/08