

Colbourne College

ASSIGNMENT BRIEF

Unit Number and Title	UNIT 40: TOUR OPERATIONS MANAGEMENT
Academic Year	2017
Student Name And ID Number	
Unit Tutor	
Mode of Study	
Assignment Number & Title	LO 4. Understand strategic and tactical decision making for tour operators
Issue Date	
Submission Date	

**TERM PAPER DECLARATION:
STATEMENT OF ORIGINALITY AND AUTHENTICITY**

I confirm that the term paper I am submitting is an original and authentic piece of work written by myself that satisfies academic rules and regulations with respect to Plagiarism. I further confirm that I have fully referenced and acknowledged all material incorporated as secondary resources in accordance with the Harvard System. *Please note that Term paper will not be marked without the inclusion of this signed declaration by the student/s.*

STUDENT/S SIGNATURE

DATED

OFFICIAL USE BELOW: GRADE AND SUMMATIVE REMARKS

Grade Assigned		
Assessors' Name & Date	MARKER	INTERNAL VERIFIER
Assessor's Summative Feedback		
Assessors' Signature & Date	Marker	IV

FORUM AND TERM PAPER ASSIGNMENTS

Unit 40: Tour Operations Management

Unit code: T/601/1753

QCF level: 4

Credit value: 15

AIM

This unit enables learners to gain understanding of the tour operators industry, the stages involved in creating holidays, brochures and methods of distribution used to sell holidays, and strategic decision making.

UNIT ABSTRACT

Learners will investigate the tour operators industry of the travel and tourism sector, including the different types of operator, their products and services, the scale of the industry and how it has been affected by trends and developments. Management issues will be covered by examining strategic and tactical decision making in order to develop learners' decision-making skills.

Learners will explore the stages involved in creating a holiday and develop skills associated with determining a selling price for a holiday from given information.

The role of the brochure will be reviewed against the introduction of new methods of promoting holidays. Learners will also review distribution methods used by tour operators to sell holidays, including the traditional use of travel agencies and the emergence of methods such as the internet and television.

LEARNING OUTCOMES

On successful completion of this unit a learner will:

1. Understand the tour operators industry within the travel and tourism sector
2. Understand stages involved in creating holidays
3. Be able to review brochures and methods of distribution used to sell holidays
4. Understand strategic and tactical decision making for tour operators.

COURSE CONTENT AND OBJECTIVES

LO4. Understand strategic and tactical decision making for tour operators

COURSE CONTENTS

STRATEGIC DECISIONS:

- Examination of strategic decisions eg volume, pricing strategies, surcharge policy, positioning and image/branding, choice of product in relation to customer portfolio, distribution decisions;
- Investment funded by capitalisation eg cruise ships and aircraft

TACTICAL DECISIONS:

- Responses eg triggered by competition, price wars, external factors;
- Decisions e.g. fluid pricing, yield management, maximising occupancy of contracted beds, utilisation of coach and aircraft seats, consolidations;
- Tactical marketing eg discounting, late sales

Learning Outcome 4.

- **AC 4.1.** Evaluate the strategic decisions made by different types of tour operator
- **AC 4.2** Compare the tactical decisions that could be taken by a selected tour operator in different situations

ASSIGNMENT FOUR

Strategy and strategic objectives for travel and tourism organizations

The strategic level

Strategic decisions are concerned with the acquisition of sustainable competitive advantage which involves the setting of long-term corporate objectives and the formulation, evaluation, selection and monitoring of strategies designed to achieve those objectives. Strategic decisions are made by senior managers (usually directors), they affect the whole organization, are long-term in nature, are complex and are based upon uncertain information. Managers at the strategic level require multi-conceptual skills – *the ability to consider the effects of multiple internal and external influences on the business and the possible ways in which strategy can be adjusted to account for such influences*. The decision early on in the company's history for easyJet to operate as a low cost, no frills airline is an example of a strategic decision. It was taken at the most senior level, it affected the whole competitive position of the business, it was long-term in nature and it affected all members of the business.

The tactical level

Tactical decisions are concerned with how corporate objectives are to be met and how strategies are implemented. They are dependent upon overall strategy and involve its fine-tuning and adjustment. They are made at head of business unit, department or functional area level and affect only parts of the organization. They are medium-term in timescale, semi-complex and usually involve some uncertainty but not as much as at the strategic level.

The operational level

Operational decisions are concerned with the shorter-term objectives of the business and with its day to day management. They are dependent upon strategy and tactics. These decisions are made at junior managerial or supervisory level, are based on a high degree of certainty, and are not complex. The procedures in a sales office are typical operational activities – processing orders that have a tactical purpose in pursuit of the overall strategy.

SOURCE:

□Strategic Management for Travel and Tourism

LINK TO SOURCE:

<https://www.scribd.com/doc/36391265/Strategic-Management-for-Travel-and-Tourism>

CASE STUDY

BUSINESS PLAN: Double Decker Tours of Washington, LLC (DDTOW)

The Company

Double Decker Tours of Washington, LLC (DDTOW), located in the city of Washington, DC is a new sightseeing company in its formative stages. It is being organized to take advantage of a specific gap in the local sightseeing tour market. The gap exists in high quality, reasonably priced sightseeing tours in the nation's capital away from the city center, indicating that a new entrant tour company could be expected to capture a significant portion of the current sightseeing tour market.

The Company's Mission

Double Decker Tours of Washington's mission is to provide safe, reliable and fun sightseeing tours to the visitors of Washington, DC using London-style double-decker buses. Nine of the buses will be open top for sunny warm and beautiful days and three will be closed for cold and inclement weather.

Product and Services

DDTOW will provide daily sightseeing tours and charter services in Washington, DC. We will survey the White House, Capitol Building, Supreme Court, Senate Office Buildings, House Office Buildings, Museums, Library of Congress, etc., as well as Adams Morgan, the U Street Corridor, Catholic University and many other sites that make up the city.

Operations

Tickets sales and boarding of the buses will take place at the MCI Center at 601 F Street in Northwest Washington. This site gives us great foot traffic in the heart of the entertainment district as well as ample parking and public transportation access. The buses will be stored and serviced by Peter Pan Bus Service in Tuxedo, Maryland thereby reducing staff cost and insuring top notch services for our customers. A small office located on Third Street in Northeast Washington will serve as administrative offices.

*Confidential and proprietary resume data has been omitted from this sample plan.

Management

Michael Frank Coleman* will serve as member manager. He has extensive experience in the Washington sightseeing industry, working for Tourmobile and conducting walking tours around town. Mr. Coleman has a knack for recognizing opportunities and developing staff members to take advantage of those situations. Mr. Coleman will assemble a staff of experienced tour professionals to oversee operations and market our services.

Paul F. Williams* has over 30 years of entrepreneurial experience in international and private sector business development and will act as DDTOW's business development manager.

Financial

Our research and projections indicate that the demand for sightseeing tours in and around Washington is sufficient to provide Double Decker Tours of Washington, LLC with revenues of over \$14 million dollars in its first full year of operations, utilizing 15 used London-style double-decker tour buses and selected routes throughout the city. These sales figures are based on capturing 453,000 customers out of a potential customer base of 22 million people. Second year revenues are expected to exceed \$17 million serving over 500,000 customers with additional

advertising and expanded tours. The DDTOW plan has the potential for a more rapid growth due in part to new memorial and other venues that are opening in Washington in the near future. In short, the demands for tours in DDTOW's target market during the coming year will be more than enough to support DDTOW's anticipated market share. These sales levels will produce net profits of \$13 million dollars in the first operational year and \$15 million in year two. Net profits in year one will be over 60% of sales and will maintain that level in year two. The company's long term plan is part of the due diligence package. The first few months of formative operation will burn cash (see the Start-up table later in this document) until revenue can commence. This is due to the organizational and regulatory obligations of a new tour operator but aggressive marketing and promotion will readily make up for the slow start.

Target Market

In recent Washington Convention and Tourism Corporation figures, it showed that 17.6 million people came to visit Washington, DC, spending over \$10 billion dollars; \$4 billion of that on sightseeing and tourism related activities. Although overnight leisure travel increased significantly while day-trip volume was down, the good news was that average trip expenditures increased to levels of \$480 per day per trip. Many of the trips that were made to the city centered around visiting historical places and museums (36%) and shopping (24%). In leisure travel, 36% of visitors were solo travelers as compared to 80% of business travelers and 23% of leisure travelers came with children as compared to 6% of business travelers. Also many of our visitors to the city have income of over \$75K, were married, had no children, were in the 35-54 age group, and had an advanced degree. Visits from foreign tourists fell three years ago by 19% and by 14% two years ago, but over 1 million foreign tourists came to Washington, making it 8th in US destinations by foreign visitors.

Marketing and Sales Strategy

DDTOW will develop a message that touring with us is fun and we will project that message over the airwaves and in print. We will kick off our message using Comcast Cable System in the Washington area as well as hosting parties for certain tour association decision makers and the media. We plan a pre-opening marketing budget of \$80,000. As we profit, we will spend about 1% of gross revenues on advertisement and marketing. We will also distribute survey cards to assess what we are doing right and identify what we are doing wrong.

The Competition

Our main competitors in the Washington sightseeing market are:

1. **Tourmobile:** Tourmobile is based at East Potomac Park and is authorized by the National Park Service to conduct sightseeing tours along the National Mall and in Arlington National Cemetery. Tourmobile uses a shuttle service employing 85-passenger trams along the Mall and 120-passenger trams in Arlington. They have been in business for over 25 years. Tourmobile was started in 1969 as a subsidiary of Universal Studios to provide interpretive services along the National Mall. In 1981 Tom Mack bought the company making Tourmobile, Inc. a locally owned Washington DC company. Tourmobile has over 42 vehicles and serves upwards of 2 million riders annually.
2. **Historic Tours of America:** HTA operates in Washington as the Old Town Trolley and DC Ducks. HTA is a national company with outlets across the country. HTA, like Tourmobile, uses a shuttle system for its passengers and they use 35- to 60-passenger trolleys.
3. **Grayline:** Grayline International is a global company with offices and tours around the world. Grayline contracts out its services to local bus lines and runs multiple tours. Grayline runs the Lil Red Trolley as its service in Washington.
4. **Zohery Tours:** Zohery Tours is a local company that runs 15-passenger vans and 45-passenger coach buses. Zohery tours are about 3 hours in length.

Long-Term Development & Exit Plan

Goals

Our tours, along with the use of double-decker buses, that target new routes in the city, and aggressive media exposure will allow us to grow over the next five years into a major player in the region. Our goal is to create a reputation of quality, fun and safety that will make us the leader in the Washington area sightseeing/tour market.

The Company's Objectives

Double Decker Tours of Washington will have as its primary objectives the following elements:

1. To establish and operate a new tour company aiming specifically at touring the monuments, memorials, museums, and government buildings of the capital city as well as touring the historic neighborhoods away from the city center.
2. To implement an organizational and marketing strategy that will, beginning in the first months of operation, achieve an average load per bus of 65-85 percent depending on season and increasing thereafter to 75-100 percent, thereby maximizing revenues and return on investment while reducing risk.
3. To achieve revenues of about \$14 million by our first full year of tour operations, exceeding \$20 million by our third year. Also, to expand into newer markets in the Baltimore-Washington corridor.
4. To achieve net operating profits of 60-70 percent within the first 12 months of tour operations and steady growth enabling rational expansion of the company thereafter.
5. To achieve the following results starting with twelve 70-passenger London-style doubledecker buses obtained through purchase to serve the touring public in Washington and incrementally expanding the fleet as demand grows.
6. To gear operations, and present a professional, serious, growth-oriented image from the outset, that will set the stage for a reasoned, planned expansion, mirroring growth rates projected for the first years of operations.
7. As an element critical to achieving DDTOW's other key objectives, to identify and develop strategic alliances through the DC Chamber of Commerce, the Greater Washington Board of Trade, the Washington Convention and Tourism Corporation and other Washington associations and tourism groups.

Keys to Success

In descending order of importance, the five critical keys to success for Double Decker Tours of Washington are:

1. Employing an experienced, highly professional management team that combines vision; realism; financial ability; solid knowledge of the Washington tour/sightseeing market; familiarity with, and belief in, the utilization and benefits of the latest computer informational technologies; realization of the crucial importance of an organization personnel to its success; and a total commitment to the overall mission and goals of Double Decker Tours of Washington.
2. Intelligent, progressive, and aggressive marketing that identifies the company as a different kind of player, one that is sharper and smarter, with a higher level of professionalism and operational standard than is the norm in the Washington region. Concentration on safety, with highly trained, dedicated, and professional personnel, caring for the customer and the customer's needs and straightforward, understandable fare pricing will form key pillars of the marketing strategy.
3. Identification, through careful market research, of unserved or under-served routes in the city that may be of interest to our customers and enable high load factors and profitable operations.

4. Use of a fleet of London-style doubledecker buses that offer an unobstructed view of the city from the top deck and offers a high level of comfort, safety, and fuel and operational efficiency.
5. Use of information technology to reduce staffing and other operational cost; expand the potential market base; readily capture sales opportunities; and enhance customer convenience and satisfaction.

Milestones

After our service starts, we will keep a close eye on sales and profit. If we are on target at the end of year two, we will look to expand into a new market.

Risk Evaluation

With any new venture, there is risk involved. The success of our project hinges on the strength of acceptance of our new tours and buses. After year one, we expect a lot of competition in the form of the established tour operators banding together against us.

Exit Plan

Ideally, DDTOW would like to expand into the Baltimore, Richmond, Atlanta and Miami markets over the next ten years. At that time, we will entertain the possibility of a buy-out by a larger Sightseeing/Tour operator or seek to sell to a new owner.

Funds Sought and Utilization

DDTOW is seeking financing of \$800,000, in the form of a five-year loan. Most of the planned start-up costs are apportioned to the following areas in approximately declining value:

1. Purchasing twelve 70-passenger London-style double-decker sightseeing buses, nine of which are open top for beautiful days and nights and three closed top for cold or inclement weather.
2. Provisions of a sufficient cash reserve to assure timely payment of operating costs of the buses for the first three months.
3. Costs associated with recruiting, training, and paying operational crews.
4. Marketing, advertising, and public relations costs, including the cost of setting up a website capable of offering tour information and making online sales and reservations, and related Internet marketing, as well as conventional print and broadcast advertising, and public relations activities.
5. Administrative and legal costs incurred in setting up the business and the tour operations.
6. A reserve to cover overall operating costs, aside from bus operating costs, over at least the first three months of operations.

Case Study Double Decker Tours of Washington, LLC (DDTOW) was extracted from:
https://www.bplans.com/sightseeing_bus_tours_business_plan/executive_summary_fc.php

CASE STUDY LINKED TASKS

GROUP DISCUSSION FORUM AND TERM PAPER CONGRUENTLY

The assignment should be delivered as written presentation only. You must carry-out the task correctly, thus interpretation of the requirements and the content accuracy are paramount. For higher grade you must demonstrate: depth of understanding, robust evaluation, comparative analysis, professionalism in the organization of the work, and appropriate use of language suited for the learning level.

The two following tasks should be carried out as team-work. You may use the four-paragraph research essay structure. Findings presented may be drawn directly from the case study and supported by research of literature where necessary (**600 – 750 Words each**).

TASK ONE:

- **AC 4.1.** Evaluate the strategic decisions made by different types of tour operator

TASK TWO:

- **AC 4.2** Compare the tactical decisions that could be taken by the tour operator in different situations

(For 4.2 provide contrasting strategies and compare their effectiveness to those provided in the case).

ASSIGNMENT INSTRUCTIONS AND RESOURCES

TERM PAPER REQUIREMENTS

Assignments are mainly research papers. This means that to carry out the given tasks in the assignment will require extensive search for information in valid materials, critical review of the literature found, and citing all sources in the research report. Information should be drawn from sources e.g. textbooks, eBooks, journal articles, companies' websites, newspapers and professional subject-specific articles and websites.

ORGANISATION AND SUBMISSION

The main sections of the research essay are:

Section One | Introduction

Introduce your theses statement and very briefly define the key terms in your assignment.

Section Two | Research Findings

Provide a numbered list of the main sources that you are citing from with a brief argument from each that directly answer the task that you are undertaking. You will discuss these findings here but in paragraph 3 when you are presenting your argument. The minimum number of sources to be cited are stated in your assignment instructions - be sure to meet that requirement.

Section Three | Discussion Of The Research Findings

Here you will carry out the command in the assignments. That is, use your research findings in paragraph two to now explain, discuss, analyze, compare etc. as the task states. Ensure you know what the command verb wants you to do before you begin writing up the research report. See the direct link to the definitions of the [Command Verbs](#) used in the assignments.

Section Four | Conclusion

Your conclusion is a summary of the key points in your assignment, e.g. the presentation of the outcome or results.

ORGANISATION OF THE TERM PAPER FOR SUBMITTING:

Cover Page | Access A Sample On iTutor

Complete fully and use the Assignment Brief for the cover.

Table of Content (TOC)

Your Table of Content shows all inclusions in your assignment report by titles and page numbers. Microsoft Word has templates that you can use to produce a neat TOC.

Include The Score Sheets | Access Score Sheets For Each Assignment On iTutor

The score sheets are used to grade your assignment and provide you with the feedback. Print same and include for each assignment submitting.

Include Reference Page In Assignments | Reference Page Lists All Sources Cited In-text

The Reference Page is a list of all sources that you cited in-text. Place the sources in-text in alphabetical order in the reference list. Use citethisforme.com to do your referencing. Remember to select Harvard Referencing before executing the tasks.

PREPARING AND SUBMITTING THE WORK

- ❖ Number all pages in your work
- ❖ Use headings for each task in the assignment (e.g. AC 1.1 / P1 Task Instructions)
- ❖ Use Font Style: Arial | Use Font Size: 11 | Use Paragraph Spacing: 1.5
- ❖ You must submit one hard copy of the assignment and upload the soft copy on itutor.

Submitting The Work Online | Upload To iTutor

The work must be sent alongside the receipt for printing. Both **MUST** be received before the published deadline. Do not send payment before the work to be printed **NOR** send the work to be printed without payment. If both are not done before the deadline, the work is considered not received.

Fees for printing and binding

Per Page To Print In JMD: Black: JM\$20 Color: JM\$30 - \$100 Binding: JM\$150
Per Page To Print In US\$: Black: US\$1 per 5 pages Color: US\$1 per page Binding: US\$2
Where You Pay: view the different options at www.studyaimusa.org

LINKS TO RESOURCES FOR THE ASSIGNMENT

The following Reading Assignments are for lead discussion at the group meetings and to assist with carrying out the assignments:

- ❖ **Strategic Management for Travel and Tourism**
LINK: <https://www.scribd.com/doc/36391265/Strategic-Management-for-Travel-and-Tourism>

SCORING THE DISCUSSION FORUM

To Pass the Discussion Forum you must:

- i) Participate in no less than 8 of the 12 weekly peer group meetings on the semester.
- ii) Submit ALL required group work timely and at required standard.
- iii) Answer the questions in sufficient length and breadth to demonstrate:
 - 1) grasp of the subject content
 - 2) ability to apply the knowledge to the context provided;
 - 3) ability to think critically and identify risks, limitations and challenges in the contents and contexts provided;
 - 4) ability to engage and cooperate in a team; and
 - 5) ability to meet deadlines by completing the assignments and posting them to the group on or before the published deadlines.

You will **fail the discussion forum** and unit if you:

- i) Fail to post the required number of times (8 of 12 weeks).
- ii) Fail to demonstrate reasonable breadth of knowledge in the content area.
- iii) Fail to properly cite your sources. Plagiarism is not tolerated under any circumstances.
- iv) Fail to present original work. Do not duplicate from your peers' work posted in the group.
- v) Fail to consistently engage or participate in the required team-work and group dialogue.
- vi) Fail to post your assignment by the published weekly deadlines.

❖ If you fail the Forum for the unit, you automatically fail that course unit.

SCORING THE TERMPAPER

Students' work must meet the following requirements (alongside those identified in the Discussion Forum):

1. Carry Out the command verbs e.g. in AC 1.1: To **Evaluate** which means: "Provide evidence from a wide range of sources which both agree with and contradict an argument."
2. Provide evidence of adequate research based on accuracy and depth of content shared.
3. Discuss the topics and perspectives related to your research findings and Course Content.
4. Demonstrate acceptable level of proficiency in writing and/or speech for college-level: Diction, Expressions, Grammar, Spelling, Usage and Sentence Structures.
5. Use Harvard Referencing Style Through-out the work.
6. Cite at least Six (6) Valid Sources in the tasks e.g. AC 1.1. AND 1.2.
7. Have no Plagiarism infringements. Submit a Plagiarism Report with all assignment showing no higher than 11%. A Referred Grade is awarded if it exceeds or is not included.
8. Meeting Professional Standards for a structured Presentation.
9. Include a Reference Page.

❖ Students work are Awarded: **PASS** Grade | **MERIT** Grade | **DISTINCTION** Grade based on the above criteria. **FAIL GRADE** is awarded only when students fail to submit, participate or complete the required assignments.

❖ **IMPORTANT!**

Here is a direct link to the definition of the Command Verbs used in these tasks:

LINK: <http://www.ocr.org.uk/Images/149928-command-verb-definitions.pdf>

SUBSTITUTION PAPER, DEADLINES, AND RESTRICTIONS

CLASS ATTENDANCE

Punctuality and attendance are required for students studying online and in-class. To be awarded a grade for the unit, students must attend no less than 8 of the 12 classes on the semester. Students who fail to meet these requirements will earn an 'F' grade on the assignment and unit.

GROUP FORUM PARTICIPATION AND ASSIGNMENTS

Assignment requirements are same for online, in-class and distant learners. To be awarded grade on the Group Assignments, students must attend no less than 75% of the scheduled team meetings. Students who fail to meet these requirements will earn an 'F' grade on the assignment and unit.

TEAM MEETING REPORTING

Alongside with group work assignments, submit a separate document that records the Minutes collected at the required weekly team meetings. Use the template provided on iTutor to report out:

- a. Date of meeting
- b. Names of Attendees
- c. Discussion: on the lesson contents and the requirements of each Assessment Criteria (e.g. AC or P)
- d. How the tasks will be organized
- e. Who will carry out specific areas of each task.
- f. Decisions adapted or pending.

USING SUBSTITUTION PAPER TO REPLACE THE GDF AND TERM PAPER ASSIGNMENTS

L5 and L7 students may choose to use alternative assessment methods to replace the GDF, term-paper, re-sit paper, or failed assessment/s. The replacement methods of assessments are oral presentations with PowerPoint, **OR** work experience with reflective journaling. Substituting the research term-paper and GDF is optional and the cost is borne entirely by the student making the request. To be approved you will submit the request in writing to sso@studyaimusa.org before week four of the semester ends. You must continue with the current assignment requirements until you have received written approval from the Associate Director Of Administration. No more than two (2) substitution paper on any one semester is allowed (or 50% of the program). *NOTE! Resit and Failed assessments incur course fee charges as published in this document. Alternate Assessment is a separate and optional cost, from the resit fees.

COST OF SUBSTITUTION ASSESSMENT

Work Experience: Cost of substitution paper, experiential Supervisor, and assessment: \$55 per unit
Oral Presentation: Cost of substitution paper, and Assessors: \$45 per unit

EARLY DEADLINES FOR ASSIGNMENTS

Students are expected to submit coursework on or before the deadline published in the assignment. All dates given are early deadlines.

LATE SUBMISSION OF ASSIGNMENT WITH LATE FEES

There is a further extension of no later than three weeks from the published deadline for the submission of late work. Contact Student Services if you are unsure of the late deadline.

LATE FEE IS \$12.00

Late Fee of \$12.00 is applied per assignment eg. \$12 for the late term-paper; and \$12 for the late Discussion Forum. No Assignment is acceptable after the late deadline under ANY Circumstances (excluding extenuating circumstances). Thereafter a FAIL GRADE is awarded for the assignment.

CORRECTION OF GROUP WORK WITH REFERRED GRADE

TERM PAPER

Group work that is returned to the student with Referred Grade must be resubmitted as individual work ONLY.

GROUP DISCUSSION FORUM

For group forum work that is returned to the student with Referred Grade, the student will take the Replacement Paper / Re-sit Exam which is a supervised open book written exam. Alternate paper might be an oral exam. Either way, both are individual assessments.

FEE FOR RESIT OF ASSIGNMENTS WITH REFERRED GRADE

See the term-paper instruction pages.

TIMELINE TO SUBMIT THE CORRECTIONS ON REFERRED GRADES

At the end of the full duration of the program, students have a grace period of four months (One Semester) to make all corrections. Students only pay for the referred units submitting to be corrected. Continuing fee is not charged to the students during the four months grace period.

MARKERS' RETAINER FEE

Once the four months grace period expires and students remain with outstanding work to be assessed, the continuing fee of \$360 (Markers' Retainer Fees) is charged to the student for the school year. Students also pay for the referred units submitting to be corrected.

TENURE EXPIRATION

Students must complete and pass all units on the program within 36 Months of the college start date and receive the Diploma from Pearson. After this 36 Months period has expired, the student must retake all classes and courses in the program.

EXTENUATING CIRCUMSTANCES

Students are encouraged to submit/sit assessments at the prescribed time, yet accommodations are made in extenuating circumstances as follow:

1. **Medical Reasons.** If the students fail to submit course-work on time due to medical conditions verified by a doctor's certificate, the work is treated same as referred in terms of revised deadlines, grading restrictions and referred fees. It is important that students seeking exemption for medical reasons advise Student Services before the deadline expires.
2. **The death of an immediate family in the household.** Evidence must be provided of the relationship and death.
3. **Jury Duty.** Evidence must be provided of the request, and also the service started or completed.

RESIT PRIVILEGE

1. For students to qualify for Resit they **MUST ATTEMPT ALL** assessments in the unit and earn at least a Referred Grade.
2. A student who has taken ill during an examination or assignment submission dateline may also qualify for Resit after proper written evidence is collected and assessed by the Faculty and submitted to the Head of Faculty for approval.
3. Resit fees apply in all circumstances under which new assessments are approved or extensions granted beyond the late deadlines.

RESIT APPROVAL AND FEE

All evidences must be collected by the Faculty and produced to Student Services no later than 5 days after the examination/deadline expires. The outcome is communicated directly to the student by email. If approved, the Resit Fee of \$45.00 (**per** assignment) is paid by the student and receipt emailed to Student Services. The supplementary dateline will be communicated to the student by email.

REFERRED / RESIT GRADE

Students earn a Referred Grade if the submitted assignment fail to achieve the criteria for PASS.

- ❖ Hospitality Students must earn a PASS GRADE on all Assessment Criteria (AC) on the term-paper to pass the course.
- ❖ Business and Aviation Students must earn a PASS Grade on all Assessment Criteria with P e.g. P1, P2 etc. to pass the course.

INCOMPLETE GRADE (IC)

Students are awarded Incomplete (IC) when they fail to complete any part of the required coursework. This may be due to approved reasons (extenuating circumstances) or failure to submit work. In all cases IC changes to Fail Grade on the students record after eight (8). Only students approved for extenuating circumstances can retake an assessment. Thus, all other IC will automatically change to 'Fail' after eight weeks.

FAILING THE COURSE

1. Students who did not sit an examination and did not withdraw formally will receive a Failing grade.
2. Students who differed for financial reasons or illness will earn an IC – Incomplete Grade. Incomplete Grades then are changed to Fail Grades after eight weeks.
3. Students who fail the discussion forum but pass the term-paper or vice versa. You must earn a Referred OR Pass Grade on both the Forum and Term-Paper to avoid retaking the course unit.
4. If you fail the course you must retake the class when it is offered next. The cost per course unit is listed on the Tuition Page of the website.

THESE COMMON CIRCUMSTANCES DO NOT QUALIFY AS EXTENUATING CIRCUMSTANCES

LOSS OF DATA

Please back-up your work consistently on independent media. Computer malfunctioning or errors are common but not acceptable reasons for special considerations. Special considerations are granted only for extenuating circumstances discussed above and no other factor.

JOB RESPONSIBILITIES

Working Students are advised to take 2-3 courses per semester. Four courses as recommended to complete the program on the published deadline. However, if taking full-time coursework will hinder you from meeting your required course-work deadlines or meeting quality standards, it is best that you take three courses and extend your tenure by one semester.

Job responsibilities are not acceptable reasons for special considerations because we have only one standard for everyone in the institution. Special considerations are granted only for extenuating circumstances discussed above and no other factor.

STUDENT SATISFACTION SURVEY

To develop and maintain a collegiate environment to sustain Higher Education, students are encouraged to participate at end of each semester in the Online Satisfaction Survey. Your input will help us to improve our programs and personnel. A degree today is like citizenship and good College education is a platform for you to: develop the required competencies for a degree, social skills, but also to enjoy learning. So, tell us what you want to do to make your college experience better. Be respectful, and be honest. The Form is accessible here:

<http://www.studyaimusa.org/student-feedback-form.html>

REVISION DATES OF UNITS AND COURSE RULES

The Academic Guidelines contain policies that are approved by Colbourne's Academic Board. The most current draft are the existing procedures to manage and administrate the academic program and are effective as at the publication of the new document. In all cases the current policies take precedence over previous rules.

REVISION OF THE CURRENT ACADEMIC POLICIES

July 2017 * added that L5 and L7 students may choose to use alternative assessment methods to

replace the GDF, term-paper, re-sit paper, or failed assessment/s.

April 2017 *added: correction of group work with referred grade requires students to submit paper

as individuals.

July 2016 *added that for students to qualify for resit work graded as referred they MUST ATTEMPT

ALL assessments in the unit and earn at least a Referred Grade.

REVISION OF PREVIOUS ACADEMIC POLICIES

July 2015

July 2016

January 2016