

# Event Stakeolders

# Instructor's Manual

**Mathilda van Niekerk & Donald Getz**

## Introduction

This is the instructor's manual produced to accompany the book *Event Stakeholders: Theory and Methods for Events and Tourism*, by Mathilda van Niekerk and Donald Getz, 2019, published by Goodfellow Publishers Ltd.

This manual and the accompanying illustrations are provided by the authors for the private use of instructors using the book *Event Stakeholders*. All the PowerPoint slides from the book that are line drawings are included in these notes, as they are originals by the authors or have been adapted from the noted sources.

The figures from the text are available for downloading as a PowerPoint file to those instructors adopting the book. Additional graphic material is provided in this manual, but instructors should be aware that using photos and illustrations downloaded from the internet might violate copyright laws, so only use such material in the classroom. PowerPoint slides are also developed for the textbook and can be used by the instructors.

## The Authors

**Dr. Van Niekerk** is an Associate Professor at Rosen College of Hospitality Management, University of Central Florida. Dr. Van Niekerk is the author or co-author of more than 113 academic publications. Her research focuses on stakeholder theory and community participation within the tourism destinations and the effect of tourism, festivals and events on their livelihood. Her research advocates for better community participation models that will ensure that the benefits derived from tourism, festivals and events also benefit the local community.

Dr. Van Niekerk serves on the editorial boards of several academic journals and is the Managing Editor for the *International Journal of Contemporary Hospitality Management* and the Co-Founding Editor-in-Chief for the *Journal of Hospitality and Tourism Insights*. She has been an invited speaker at various international conferences and as a visiting professor at Universities in Brazil, France, Hong Kong, Japan, Italy and South Africa. She has taught 33 postgraduate and undergraduate courses and received the 2015 University Excellence in Undergraduate Teaching Award from Rosen College.

Dr. Van Niekerk has extensive experience in leadership positions and managing organizational budgets, festivals and events. Before joining Rosen College, she held senior management positions at different institutions in higher education and local government. During the 2010 FIFA World Cup in South Africa, she served as the cluster leader in Nelspruit, one of the host cities, responsible for marketing, communications, events and tourism. Recognizing her work there, she was awarded the Premier Protea Hotel Nelspruit/Lowveld Chamber of Business and Tourism – Tourism Personality of the Year.

**Donald Getz** is Professor Emeritus, the University of Calgary. In 2010 Professor Getz retired from full-time academic life in the Haskayne School of Business, but continued part time until 2015 at the University of Queensland, Sweden (University of Gothenburg) and Norway (University of Stavanger).

He continues to research and write, work as a management consultant, and is affiliated with Linnaeus University in Sweden. In addition to a broad interest in event and tourism studies, areas of expertise include wine and food tourism, evaluation and impact assessment, consumer research and special-interest travel. Professor Getz co-founded, and was an early Editor-in-Chief of the journal *Event Management*, founded in 1993.

Donald is author and co-author of a number of books that provide background to the current book and the series in which it is published, including *Event Management and Event Tourism* (Cognizant, 2d. ed. 2015); *Event Tourism* (Cognizant, 2013), and *Event Studies* (3d. ed. with Stephen Page, Routledge, 2016).

Prof. Getz worked with Goodfellow Publishers Ltd. to create this new series to fill major gaps in the literature, namely applying mainstream management theory and methods to events and tourism. Each book starts with theory, including models, frameworks, constructs and principles, then illustrates how methods that have become important tools elsewhere can be applied to events and tourism management.

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## Pedagogy

Learning styles should be taken into account when designing any course. Students easily get bored with lectures, even when they are based on an easy-to-read text and a nice set of PowerPoint slides! Students are going to learn more by doing than by reading and taking notes, hence the rise of experiential learning, simulations, internships and reflective professional practice as primary learning mechanisms. The options for 'doing' as opposed to listening are plentiful, with examples discussed below. Which ones are best is obviously dependent on circumstances; instructors should experiment and evaluate them.

This book provides material for any of the following:

- 1 Case studies (readings plus discussion or debate)
- 2 Scenarios (analysis and choice; problem solving)
- 3 Class presentations (based on assignments or projects)
- 4 The practicum (plan and implement an evaluation, with or without external help)
- 5 Real-world assignments (job monitoring; research project; develop a case study or history; interviewing professionals)
- 6 Field trips (to event venues; to event productions)
- 7 Workshops (intensive, hands-on learning experiences)
- 8 Exercises for classroom discussion

## Key objectives of the book

- ◆ Inform researchers, students, managers, policy makers and strategists on stakeholder theory and management as applied to events and event tourism.
- ◆ Provide a comprehensive, systematic approach with methods and tools.
- ◆ Provide a textbook for students of events and tourism, and a reference for practitioners.
- ◆ Utilize case studies to illustrate key points.
- ◆ Connect readers to the research literature and encourage its consultation through use of Research Notes and provision of additional resources.

## Organization of the book

As noted in the Introduction to the Series, the books all begin with mainstream theory and methods. Stakeholder theory is very well established in the management literature, and as mentioned in Chapter 1 of this book it has found widespread application within tourism, events, and other applied management fields. But do keep in mind that the word 'stakeholder' has entered the vernacular (i.e., it is in common usage) and does not always imply that a theoretical perspective is being taken.

The first chapter provides core definitions with examples to illustrate how it is being used in the events literature. Several other theories are pertinent and are introduced here. In Chapter 2 more key terms are defined and additional theory is discussed, with emphasis on four perspectives on stakeholder theory - it is not a uniform, or coherent theory and it does not pretend to offer both explanation and predictive capabilities. Like most management theory it is a set of ideas, concepts, models, propositions (claims about knowledge) and normative (i.e., value-based) recommendations.

Generic stakeholder management strategies are presented in Chapter 3, with the caveat that owners and managers have to adapt these to their particular circumstances. In Chapter 5 the fundamental management functions are discussed with reference to how stakeholder theory applies in each. Chapter 5 focuses on types of events, both those defined by form (i.e., sport, festivals, business events) and function (mega, hallmark and iconic events). The final chapter, 6 focuses on the residents, plus tourist destinations; the places where networks are dense and stakeholder relationships most critical.

## Chapters and sections of the book

### 1 Introduction to Stakeholder Theory

- 1.1 Introduction
- 1.2 Key terms defined
- 1.3 Case Study - The Octagon Experience, New Zealand
- 1.4 Historical development of stakeholder theory
- 1.5 The relevance of other theories

### 2 Perspectives on Stakeholder Theory

- 2.1 Introduction
- 2.2 Key terms defined
- 2.3 Case study - Commonwealth Games, Gold Coast Australia
- 2.4 Four perspectives on stakeholder theory
- 2.5 Social responsibility for events and tourism
- 2.6 Typology and classification of stakeholders
- 2.7 Identifying and classifying event and tourism stakeholders

### 3 Generic Stakeholder Management Strategies

- 3.1 Introduction
- 3.2 Key terms defined

3.3 Case study – Aardklop National Arts Festival, Potchefstroom, South Africa

3.4 A planning process

3.5 Formulating strategy

#### **4 Applying Stakeholder Theory to the Management Functions**

4.1 Introduction

4.2 Key terms defined

4.3 Case study - Lusofonia Festival, Macao SAR, China

4.4 Application of management functions to event management

4.5 The relevance of innovation diffusion theory

#### **5 Stakeholder Considerations for Different Types of Event**

5.1 Introduction

5.2 Key terms defined

5.3 Case study: The Volga Boat Show, Russia

5.4 Stakeholder management for sport events

5.5 Stakeholder management for business events

5.6 Stakeholder management for festivals

5.7 Stakeholder management for mega events

5.8 Case study: 2010 FIFA World Cup, Potchefstroom, South Africa

5.9 Stakeholder management for hallmark events

5.10 Stakeholder management for iconic events

#### **6 Stakeholder Considerations for Residents, Communities and Cities**

6.1 Introduction

6.2 Key terms defined

6.3 Case Study: Cappadox 2018, Turkey

6.4 Residents (the host community)

6.5 Cities/destinations

### **Research Notes**

The main purpose of adding Research Notes is to encourage outside readings, and to make students aware of the research literature. They introduce theories, methodologies and methods. They are all abstracts, or portions thereof. Some of them you can use (that is, the actual source papers) as case studies. Students developing research proposals should use these Research Notes as starting points, particularly when looking for references. They are not discussed in this manual but draw attention to them in the appropriate lectures.

## Learning objectives

The learning objectives preview the topics for each chapter. Many of the learning objectives can easily be converted to one or more short-answer test questions, such as: define; define and explain; describe; illustrate with a diagram. Essay-style, or long-answer questions are needed when the student is to “explain, discuss, differentiate or examine”.

Students will get an introduction to numerous topics in the book, but they cannot expect that one book or course of study will fully equip them for professional practice. Students should be advised that learning objectives are also life-long; they will always be trying to improve their knowledge and skills.

## Assessments

Assessment activities are suggested after each chapter in the book. These are ideas for stimulating and more thinking about stakeholder management. Also provided are sample short-answer questions, and since these are mostly of the ‘define terms’ type, the answers are clear in the text. Sample long-answer questions are also provided, together with some advice on what a good answer should include.

## Recommended additional readings and sources

The recommended books provide background or elaboration, either on foundation theory or event and tourism applications. This manual provides additional external sources, particularly a number of PowerPoint slide-shares that you can access online. But be aware that web addresses do change, and the ones in the book were current in late 2018 and early 2019.

## How to use case studies

The cases presented in this book are real case histories or descriptive cases, and not the kind of Harvard case studies that set out a problem for students to solve. However, they could be adapted to that purpose if the instructor thinks it would be useful and the students are at a suitable level. This would require a problem to be set, in the form of (for example): “what would you do differently?” or “if the situation changes, say a key stakeholder withdraws support, how would you handle the situation?”

Simply reading a case is much less informative than discussing it, with the most basic discussion being directed at identifying the lessons that can be learned for event management from these cases. Some advice on discussion topics is given in this manual for each case. Students should be able to relate key lessons to the theory, and hopefully to their own experiences or to local events. That is where site visits and/or guest speakers can be especially valuable.

Cross-case analysis is something undertake when you have two or more cases and can systematically compare them on certain key points. This will have to wait until later in the book. Students should first identify common points that can be compared, then extract the relevant material for a summary. With a more powerful cross-case analysis in front of the class, discussion of lessons learned, and theory developed will be at a higher level. Indeed, this is a potential class project, whereby individuals or groups present analysis from separate cases, then the class attempts the comparison and draws conclusions.

## Lecture outlines

For simplicity we have assumed two lectures per chapter (that is 12 lectures). Case studies can form the basis of additional class sessions, if desired.

The following table lists each chapter, divided into two lectures. Some lecture divisions seem logical in terms of the subject matter, but the dividing lines can be flexible.

| Lecture Sequence  | Lecture Topics   |
|---|--|
| Chapter 1:<br>Introduction to Stakeholder Theory                      | Lecture 1:<br>1.1 Introduction<br>1.2 Key terms defined<br>1.3 Case Study - The Octagon Experience, New Zealand<br><br>Lecture 2:<br>1.4 Historical development of stakeholder theory<br>1.5 The relevance of other theories   |
| Chapter 2:<br>Perspectives on Stakeholder Theory                      | Lecture 3:<br>2.1 Introduction<br>2.2 Key terms defined<br>2.3 Case study - Commonwealth Games, Gold Coast Australia<br><br>Lecture 4:<br>2.4 Four perspectives on stakeholder theory<br>2.5 Social responsibility for events and tourism<br>2.6 Typology and classification of stakeholders<br>2.7 Identifying and classifying event and tourism stakeholders |
| Chapter 3:<br>Generic Stakeholder Management Strategies               | Lecture 5:<br>3.1 Introduction<br>3.2 Key terms defined<br>3.3 Case study – Aardklop National Arts Festival, Potchefstroom, South Africa<br><br>Lecture 6:<br>3.4 A planning process<br>3.5 Formulating strategy   |
| Chapter 4:<br>Applying Stakeholder Theory to the Management Functions | Lecture 7:<br>4.1 Introduction<br>4.2 Key terms defined<br>4.3 Case study - Lusofonia Festival, Macao SAR, China<br><br>Lecture 8:<br>4.4 Application of management functions to event management<br>4.5 The relevance of innovation diffusion theory  |

| Lecture Sequence   | Lecture Topics   |
|--|--|
| <p>Chapter 5:<br/>Stakeholder Considerations for Different Types of Event</p>          | <p>Lecture 9:<br/>5.1 Introduction<br/>5.2 Key terms defined<br/>5.3 Case study: The Volga Boat Show, Russia<br/>5.4 Stakeholder management for sport events<br/>5.5 Stakeholder management for business events</p> <p>Lecture 10:<br/>5.6 Stakeholder management for festivals<br/>5.7 Stakeholder management for mega events<br/>5.8 Case study: 2010 FIFA World Cup, Potchefstroom, South Africa<br/>5.9 Stakeholder management for hallmark events<br/>5.10 Stakeholder management for iconic events</p> |
| <p>Chapter 6:<br/>Stakeholder Considerations for Residents, Communities and Cities</p> | <p>Lecture 11:<br/>6.1 Introduction<br/>6.2 Key terms defined<br/>6.3 Case Study: Cappadox 2018, Turkey</p> <p>Lecture 12:<br/>6.4 Residents (the host community)<br/>6.5 Cities/destinations</p>  |