



# International Case Studies for Hospitality and Tourism Ethics Management Students and Trainees

Edited by:  
Elizabeth Ineson  
Matthew Hong Tai Yap  
Mark Gosling

 editura  
Tehnpress



# **International Case Studies for Hospitality and Tourism Ethics Management Students and Trainees**

**Volume 1  
2020**

**edited by**

**Elizabeth M. Ineson,  
Matthew Hong Tai Yap and Mark Gosling**

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# Dedication

to

## Richard Murray

Comp TI BSc PhD CText FTI

Emeritus Professor  
Manchester Metropolitan University

Professor Richard Murray completed his Bachelor's degree and PhD at the University of Leeds then he moved to Edinburgh to pursue an academic career; he taught a wide range of subjects, including hospitality management. During his time in Edinburgh, Professor Murray was the member for Scotland on the Consumer Standards Advisory Committee of the British Standards Institution, represented the Scottish University sector on the General Teaching Council for Scotland and worked as Technical Director for two small companies in England.

From 1995 until 2011, Professor Murray was Pro-Vice Chancellor International and Dean of the Hollings Faculty at Manchester Metropolitan University in the UK. He was responsible for overseeing all of the University's links with leading institutions abroad and developed cooperation between his own faculty, Hollings, and prestigious hospitality management colleges and universities including The National Kaohsiung University of Hospitality and Tourism, Taiwan. Professor Murray maintains his personal research interests, as the editor of a research review journal, and maintains strong contacts with his academic friends in Taiwan through his membership of a research team at Feng Chia University in Taichung.

## **Disclaimer**

The editors and the contributors disclaim any and all liability to any third-party anywhere in the world for any injury, damage or direct or indirect loss resulting from reliance on information compiled, or recommendations made, in this text.

## Preface

Volume 1 comprises a series of international case studies, focusing on problems and key ethical issues related to hospitality and tourism management. They originate from, or are set, in Asia (including China, Indonesia, Japan, Myanmar, Nepal, Philippines, Taiwan, Thailand, Vietnam), Eastern Europe (Turkey), West Africa (Ghana) and Outer Space! The contributors, who represent seven countries, have developed the cases based on their research, specialist local knowledge and real-life experiences. The cases offer students, management trainees and managers opportunities to consider, and to respond to, realistic scenarios of varying and increasing complexity.

The introduction provides a brief overview of the case study and its possible role in teaching, and training. To provide a suitable format, the cases have been divided into two sections: Part 1, non-revealed and Part 2, revealed. The cases in Part 2 require the students/trainees to read either prior to, or after, the class/training; they may also involve research and written work and there may be a need for further follow up activities or discussions.

All of the cases focus on current unethical practices in hospitality and tourism viewed from the perspectives of managers, employees, guests and/or locals, in some instances in a legal context. Each case focuses on at least one curriculum area or department, including: human resources; food and beverage; rooms division; cave tourism; cultural tourism; sports tourism; mountaineering; sustainable tourism; tour guiding; travel agency; and zero-dollar tourism. The topics covered are: workplace bullying, sexual harassment and racial/cultural/LGBT discrimination; financial exploitation, dishonesty, online purchases and internet scams; health, safety, security and risk management; legal issues; and conservation, environmental protection, responsible tourism, sustainability and tourism planning.

The non-revealed case studies may be distributed as part of a teaching or training session, and responses may be prepared by individuals, debated by groups or enacted using role play to develop a joint solution. Each non-revealed case either poses at least one question for consideration by students, trainees or managers and/or indicates one or more activities which might be undertaken within or outside the teaching/training session. Furthermore, the cases may require some preparatory work that the facilitator considers to be advantageous in advance of the discussion sessions and, possibly, some follow-up reading.

The revealed case studies are more complex so the facilitator is required to advise the individual/group of the time allocation for problem exploration and resolution. These cases are inter/cross-disciplinary, encouraging consideration of issues and problems that focus on broader managerial, international and cultural perspectives. Some of the revealed cases are accompanied by reading or research suggestions which are recommended in order to respond to the questions and/or inform the participants so that they can conduct the follow-up activities which include: application of theories to practice; debates; desk research; location and interpretation of information; critiquing and evaluating information in the light of practical and written evidence; making sensible practical recommendations based on evidence; justifying actions with theory; online searching and research projects; groupwork; role play; preparation of management guidelines/training information and presentations; development of strategies, codes, policies and action plans; and report writing.

The case questions and activities are designed to encourage ethical workplace practices and to promote ethical decision-making through experiential learning. The cases are of varying types and levels of difficulty, from very simple to extremely complex, posed to promote activities such as brain-storming embracing a practical and theoretical problem-solving approach to achieve the learning outcomes. Part 3 includes a series of points to promote initial discussion or further consideration of the issues pertaining to each case.

## **Contributors**

The contributors to this book are all postgraduate students (2020-21) on The International Master's Programme of Tourism and Hospitality (IMTH) at The National Kaohsiung University of Hospitality and Tourism (NKUHT). All of the cases were submitted as the coursework requirement for the Hospitality and Tourism Ethics part of the programme.

**Nandar Aye BA**

**Cindy Chu, BA**

**Rattanaporn Dungkam Bachelor of Business Administration**

**Tim Lin (Lin Cheng Da) Bachelor of Applied Japanese**

**Kyrie Eleison Muñoz BS (Hons)** former Lecturer, Institute of Tourism and Hotel Management at the Far Eastern University, Manila, Philippines.

**Emmanuel Kwame Opoku BA MBA**

**Sam Yuan Permadi, BAsC**

**Timara Qonita, Bachelor of Literature**

**Trung Nhat Tran Bachelor of International Business**

**Nikki Wu (Yu-Ting Wu) Bachelor Hotel and Restaurant Management**



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- **The Postgraduate Student Contributors** who provided a timely series of cases that present some very topical and interesting ethical issues for consideration and debate.



# Introduction

by **Graham Stone and Elizabeth M. Ineson**

Cases provide a learning strategy through which students and trainees are required to consider, debate and offer possible solutions to the questions posed. They can apply their knowledge of a range of academic theories, and/or their work experiences, to identify, analyse and evaluate the problems involved. Such experiential learning is of value in developing in students and trainees informed and considered managerial decision-making within learning and training environments, where the importance of problem identification and problem-solving skills is emphasised. In turn, a variety of geographical, cultural and different legal contexts provide a framework within which a broad spectrum of learning outcomes can be achieved.

## **The Role of Case Studies**

Case studies are summaries of real-life or simulated business situations, based on personal or “second-hand” experiences, observations, interviews, word-of-mouth information and/or desk/practical research. The cases might incorporate information from within an organisation, for example, past events, stories, critical incidents, etc. as well as external factors and influences. The cases included in this book are all based on, or developed from, real events. They enable management students and trainees to appreciate, comprehend, consider and resolve realistic departmental, inter-departmental and unit/Company problems and situations that may be encountered by guests, operatives, supervisors, managers and/or senior managers in hospitality, tourism and event management. Some of the cases also offer further opportunities to conduct research and to make management decisions and plans, as indicated by the additional activities.

It is emphasised that case studies are designed to make students and trainees aware that, in solving problems, there may not be a clear or single solution; they enable students to apply theories in a real-life context, and they provide insight into issues that can assist them in developing and refining their knowledge and understanding in addition to their analytical and problem-solving abilities. The cases selected for study, at any point in the academic course or training programme, should be appropriate to the abilities and experience of the students and/or trainees and, ideally assist in meeting the learning outcomes/training objectives.

From an academic perspective, case study research is more comprehensive than conducting research on one specific topic. In addressing the more advanced cases, students/trainees are encouraged to collect relevant and appropriate data from a variety of both academic and commercial sources, including the media, as appropriate. They are encouraged, not only to consider this information but also to employ divergent thinking, to brainstorm the case, followed by convergent decision-making to devise and justify the solution(s). Questions such as: 'How?' and 'Why?' need to be addressed in the context of the scenario, paying attention to the human element in terms of customer care and the fair and correct treatment of employees and peers. Such studies allow students and trainees to gain valuable work related, problem-solving and planning, managerial experience without losing money, upsetting customers and staff, or putting themselves or others into positions that might evoke embarrassment, pressure, anger or stress. From a practical perspective, students and trainees need to employ their work and life experiences to offer possible feasible, practical and, when appropriate, cost effective solutions.

### **Assessment**

Case studies allow the assessment not only of knowledge and application but also of higher order skills comprising analysis, synthesis and evaluation. The forms of assessment employed depend on the learning outcomes to be measured, and are at the discretion of the teacher, trainer or facilitator. These may include: individual or group assessment; contribution to debates; written responses in the form of answers to questions; report writing; the development of strategic plans; workplace guidelines; production of training manuals etc.; and/or individual or group presentations. No time limits are set or even recommended for responding to/solving the cases, as these depend on the nature and type of the requested feedback, the specific nature of the assessment employed and the depth to which the issues are examined.

### **Further Reading**

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Ellet, W. (2018). *Case study handbook: How to read, discuss, and write persuasively about cases (1<sup>st</sup> ebook ed.)*. Boston, MA: Harvard Business Press.

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Harrison, J. S., & Enz, C. A. (2009). *Hospitality strategic management concepts and cases (2<sup>nd</sup> ed.)*. Hoboken, NJ: John Wiley and sons.

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# **Part 1**

## **Non-revealed Case Studies**



## **The Intern in Great Trouble**

**by Tim Lin**

Ohayo ABC Hotel is a large local chain hotel in Japan. This hotel has more than 300 rooms and a Japanese public hot spring. There are many famous sightseeing spots nearby and it is only a 30-minute drive from the airport. Therefore, it is popular with foreign tour guests. Also, this hotel cooperates with a hospitality and tourism university in Taiwan. The university arranges for students to intern there for one year to gain practical experience and knowledge in the industry. During that period, the university's requirements are that pre-employment training is provided and that the students' job positions are rotated.

Mike is an intern from Taiwan. On the first day of working in the hotel, he was assigned immediately to the reception department to observe the work of senior receptionists. Since the hotel was fully booked but understaffed during the summer vacation season, Mike was asked to carry all the guests' luggage to their rooms by himself, although he had not received sufficient training as a bellman. The following week, since all of the departments were very busy, Mike was asked by the Human Resources Manager (HRM) to support the banqueting department and to work with the checkout staff in the gift department. Since Mike had not received pre-employment training for either of these roles, he could only learn how to work by on the spot observations and questioning. As a result, some of the guests registered complaints. Mike informed a member of the university foreign affairs office, which was responsible for the internships overseas, that the company had not provided adequate training before assigning him to work positions; however, the only advice offered to Mike was to work hard to adapt to the environment.

One night, during a typhoon, Mike had to deal with guests' problems at the front desk even though he had not received adequate training. All flights on that night were cancelled, therefore the tour guests from China had no choice but to extend their stay and pay for the extra night. One of the tour members asked Mike how much the room rate was for an extra night. Since Mike did not know the room rate for the tour group, he asked Suzuki, who was a front desk

#### 4 *Non-revealed Case Studies*

senior member of staff. The front desk was busy so Suzuki told Mike the rate and then left him to inform the guest.

The next morning, Mike received a call from the reception manager. The manager said that the tour guests were angry and confused because he had quoted a cheaper price than they had paid for the previous nights. The hotel manager and the reception manager apologised to the tour guests; they compromised on an interim price for the final night. Later, Mike learned that the room rate in some hotels in Japan is calculated differently from in Taiwan. Mike had quoted the price per person to the guests with whom he spoke. Since most of the guests had travelled with their families, the total price for each room should have been much more! As a result, Mike caused the hotel a loss of almost US\$2,000.

#### ***Questions***

1. What is your opinion of the way in which the HRM treated Mike?
2. Do you think it is appropriate that Suzuki allowed Mike to respond to the guest? Justify your answer.
3. Do you think that Mike should be held accountable for the guests' complaints about the room rates and the consequent loss of revenue? Why? Why not?
4. What action should have been undertaken by the school foreign affairs office when Mike informed them about the incident?
5. What should be done to address an intern's lack of training?

## **The Incident in the Cinema: Service Quality and Attitudes**

**by Cindy Chu**

The cinema is an ideal venue for people to have a good time with family, friends and lovers. Although cinemas differ in personal service terms from hotels and restaurants, they are a part of the service industry and should be expected to provide a high quality experience for their guests. The attitude of staff influences service quality and, in turn, customer satisfaction influences willingness to repurchase or make recommendations (Sivadas & Baker-Prewit, 2000).

It was Saturday afternoon in Taiwan and, as usual, people were going out to relax and have fun with their friends or family. Jack and his family planned to take a stroll in the park to enjoy their holiday time. When they set out, the weather was breezy and clear; suddenly, an afternoon thundershower began, so they decided to visit a cinema near the park. After purchasing the group tickets for a popular movie, they bought beverages and popcorn to share during the movie. When it was time to enter the auditorium, they were very excited and found their seats quickly. Whilst waiting for the movie to start, they began to share the popcorn. Suddenly Jack felt some water drops; they fell down from the ceiling onto his brand new white t-shirt, which appeared to be stained. Immediately, a member of staff appeared and informed Jack that he must change to another seat because, due to the heavy storm, the roof above the seat had begun to leak water.

Jack and his family were upset but the movie was about to start. They had purchased five adjacent seats and the staff member was telling Jack that he must move to another seat, which was far away from his family, due to this unexpected problem. As the movie was very popular and the weather was inclement, the show was almost sold out; there was only one vacant seat left in the cinema. Therefore, as there was insufficient space for the whole family to sit together, Jack's only option was to sit separately. After the show, Jack reflected on the unfortunate experience, which everyone agreed had influenced their enjoyment of the movie, so he decided to ask for compensation.

Jack was quite angry because no-one had noticed the problem until the movie started. He returned to the ticket office and explained to Julie, who had sold them the tickets, how this unexpected event had split their family group and impacted negatively on their whole experience. He questioned why Julie had sold them the seat below the leak in the first instance. Julie could not provide an explanation, so Jack asked to speak to the manager. Shortly, the manager appeared. He was aware of the problem and apologised for this atypical situation, blaming the weather. Jack asked about compensation and the manager informed him that it was not possible to refund any ticket money because everyone had already watched the movie. The manager emphasised that everyone should have left their seats and complained immediately about the problem. If they had done so, then they would have been reimbursed. Jack and his family thought that this was an unreasonable expectation, and the attitude of the manager was very tough. As for the stains on the t-shirt, the manager told Jack they would wash out! Finally, Jack and his family had no choice but to leave, swearing that they would never visit that cinema again.

### **Reference**

Sivadas, E., & Baker-Prewitt, J. L. (2000). An examination of the relationship between service quality, customer satisfaction, and store loyalty. *International Journal of Retail & Distribution Management*, 28(2), 73-82.

### **Questions and Activities**

1. Identify, and comment on, the unethical behaviour in this case.
2. What would you have done if you had been Jack?
3. What is your view of the manager's response to the situation? Is he correct in refusing compensation?
4. If you were the manager, and you were earning commission based on the sales of seats, how would you deal with this situation?

### **Recommended Reading**

Cuong, D. T. (2020). The effect of physical environment and perceived value on customer satisfaction and behavioural intention at the cinema in Vietnam. *TEST Engineering & Management*, 82, 1665-1674.

## **Gender Insensitivity and Discrimination in a Restaurant**

**by Kyrie Eleison Muñoz**

They said that the Tourism and Hospitality, being a service industry, has no place for discrimination.

Jenny is an esteemed designer in the fashion industry. One day, she planned to meet her clients in a prominent 5-star restaurant to sign a business deal. She booked a dinner reservation by telephone and Charles, a management trainee, was eager and delighted to meet her. When she arrived at the restaurant, Charles approached her warmly. Pursuant to the city's local ordinance, guests intending to pay by credit card are requested to verify their identity with a government-issued ID, a practice that is usually completed after the transaction. However, Charles was new to the team so he asked to see Jenny's photo ID in advance in order to facilitate the process. Jenny followed the protocol and showed Charles her driver's license. Charles was surprised because the name on the document was not Jenny but "George." He gazed at her for a full minute and was utterly confused. Jenny, on the other hand, explained proudly that she was a transgender woman and that all her identification showed her birth name; she has not identified as male for the past 15 years. Charles became hesitant and gradually became colder as he escorted her to the table.

After being seated, Charles gave her the menu which offered a wide array of meals. He kept on addressing Jenny as "Sir" and insinuated inappropriate sexual remarks throughout the conversation. Jenny asked politely if he would call her "Ma'am" at which point, Charles just laughed. Jenny remained prudent and decided just to let the matter slip away. Mimi, her assistant, arrived to drop off some materials for the meeting. Charles returned to the table and served refreshments. Noticing that Mimi was wearing a boyish outfit, Charles addressed her as "Sir" and commented on how he did not expect to serve an LGBT party that evening. Mimi clarified that she was a straight female and that her outfit had nothing to do with her sexuality. Charles smirked while Mimi left the restaurant disappointed by his behaviour.

Noticing that she still had time, Jenny decided to go to the restroom to freshen up before meeting her clients. Charles noticed immediately that she was heading for the female restroom. He stopped her and pointed her to the male restroom instead. Despite his protest, Jenny entered the female restroom. When she emerged, Charles was waiting outside the door along with the restaurant security guard. Jenny was shocked. Charles insisted that she should leave the restaurant because she was causing trouble and making other guests feel uncomfortable. Realising she had done nothing wrong, Jenny excused herself and walked away calmly. However, the restaurant security guard became hostile and dragged her outside the building. Jenny tried reasoning with him, but the staff started harassing her, calling her a slut and spitting at her. The commotion startled the guests and they began taking videos of the incident, some of which were uploaded onto the internet. Jenny was transported to the local police station where the security guard demanded she be jailed for disruption of the business. When her clients arrived, they could not see Jenny so they decided to cancel the deal. Following complaints from the guests and conversations with the restaurant staff, the clients believed that Jenny had been unprofessional and blacklisted her as a future business partner.

The following day, various individuals, human rights groups, and even city officials made public statements demanding an apology from Charles and the restaurant. Jenny also came forward and decided to press charges for discrimination and assault. The situation circulated around social media and public clamour called for a boycott of the establishment. In response, the restaurant manager apologised to Jenny and assured the public that they would conduct gender sensitivity training for all of their staff in order to prevent a recurrence of the situation.

### ***Questions and Activities***

1. Comment on Charles' behaviour before, during, and after Jenny arrived at the restaurant. Discuss the ethical considerations for his actions.
2. Do you think Charles' behaviour was influenced by the fact that Jenny was a transgender female? Why or why not?
3. Are transgender guests welcomed, and how are they treated, in restaurants in your country?
4. Comment on Jenny's legal rights in your country with respect to the use of the female washroom. Identify a more/less tolerant country then examine and discuss the personal, ethical and legal issues in this context.

5. To what extent do you think it is ethical for guests to air concerns and grievances on social media?
6. Critically evaluate the response of the restaurant management to the situation.

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Davis, H. F. (2018). Why the “transgender” bathroom controversy should make us rethink sex-segregated public bathrooms. *Politics, Groups, and Identities*, 6(2), 199-216.

Mathers, L. A. B. (2017). Bathrooms, boundaries, and emotional burdens: Cisgendering interactions through the interpretation of transgender experience. *Symbolic Interaction*, 40(3), 295-316.

## **Irresponsible YouTube Nerd**

**by Sam Yuan Permadi**

In Indonesia, a career as a civil servant (CS) is regarded as a promising occupation. Working in a state-owned Enterprise (SOE) as a CS is a safe haven. A firm assurance is guaranteed by the company for one's future as the remuneration system covers a monthly wage, fixed performance allowance and, ultimately, a pension plan. Moreover, becoming a CS is equated with optimal job security as termination requires a complex process involving top-level ministries and national councils (Saputra, 2018). Aside from that, it is notable that the working culture in SOE is very lenient due to the strong sense of collectivity and solidarity amongst Indonesian people. In turn, a concept of "mediocre-professionalism" is widely spread and brainwashes many Indonesian new graduates.

Recently, Freddy was employed as a CS by a SOE in Surabaya city. The SOE in which he works is known for holding numerous prestigious educational seminars, conferences, and expos. Periodically, the enterprise organises educational events in a 5-star hotel; participants from local and international universities from around the world are invited. Freddy loves to acquire new information and one of his favourite learning platforms is YouTube. On a daily basis, Freddy watches YouTube videos during work time. He sometimes upsets his colleagues with this irritating habit; however, he manages to finish most of his work assignments just before the deadlines.

On appointment, Freddy was given the role of public relations officer. A few months later, Pablo (Freddy's manager), promoted Freddy to an additional role as the sub-treasurer in his current department. In consequence, Freddy was required to cover a multitude of tasks for the seminars such as networking, planning the budget, book-keeping, inviting participants and booking the venue, including hotel rooms for the delegates. Once each event had finished, Freddy needed to settle the payment with the hotel then prepare the requisite paperwork and reports. As his workload had increased drastically, with no extra remuneration, Freddy did not intend to manage his time as effectively as he might have done. He was annoyed that the new role interfered with his bad habit of watching videos in the workplace. Furthermore, Freddy felt that he needed some

entertainment to enable him to cope with his new demanding duties. He did not even appear to care when many of his colleagues complained because he was wearing large headphones and laughing at the videos during worktime.

In the sixth month of his tenure, Freddy started to feel overwhelmed. He began to miss work deadlines and the paperwork started to pile up on his desk. Surprisingly, Freddy did not ask for any help or support from his colleagues or superiors. The company's payment procedures were quite complicated and lengthy; this particular process could take about 2-3 weeks, during which time Freddy received some cash payments. Because there was no rush to pay the invoices, to cover up his inefficiency, Freddy began to put the cash into his personal desk drawer without keeping track of where it had come from or what it was for. He had no clue as to how much money he had stuffed into the drawer, but he guessed no one else would open it.

Simon, The Black Dragon Hotel events' manager, reported to Pablo that they had not received any payment for their last event and the invoice was quite large. Pablo invited Freddy to his office to discuss this matter and Freddy promised to resolve the issue as soon as possible. After one month had passed, Simon called Pablo to say that the Black Dragon Hotel was pushed to their limit and he demanded immediate payment of the outstanding invoice, threatening legal action. Feeling aggravated, Pablo and his team members decided to interrogate Freddy. Pablo found out that Freddy had been keeping cash in his desk drawer without any record. The investigating team was most shocked to find a serious cash shortage on Freddy's ledger and that he could not provide any rational explanation.

As he had been a good worker when under less pressure and it was his first offence, Pablo demoted Freddy to a lower ranking position of administrative clerk, with the proviso that he would not be involved in any financial work in the future. The company paid the Black Dragon Hotel's invoice in full and Freddy was required to pay the cash shortfall to his company in instalments. Strangely, Freddy confessed that he enjoyed his new position much more than when he was promoted because he had less responsibility. He also said that he now had more time to watch YouTube!

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Saputra, M. B. (2018, October 4). Who wants to be an Indonesian civil servant? Almost everyone. *The Diplomat*. Retrieved from <https://thediplomat.com/2018/10/who-wants-to-be-an-indonesian-civil-servant-almost-everyone/>

***Questions and Activities***

1. Identify all the mistakes made by Freddy and decide which are ethical issues. Justify your answer.
2. In your opinion, did Pablo make a sensible decision in appointing Freddy as sub-treasurer? Why? Why not?
3. If you were Pablo, how would you have dealt with Freddy from the outset? Give reasons for your answer.

## **Stealing Data from a Company before Quitting the Job**

**by Trung Nhat Tran**

Vietnam's GDP growth rate is one of the highest globally (World Bank Group, 2020). Due to their strong work ethic and the pressures of daily life, Vietnamese people tend to travel a lot for relaxation and recuperation. As a result, tourism companies in Vietnam are able to develop and strengthen very quickly (Koushan, 2019). There are many large travel companies with hundreds of employees. Their human resource management is very effective in that they recruit and train staff very well, resulting in a very efficient workforce; however, during training, their employees may have access to confidential company information. This case study examines a problem that can arise when employees quit their jobs and steal company data for use in their subsequent new jobs.

Vico Travel Company, one of the leading Vietnamese travel companies in Ha Noi City, has 82 employees and owns a fleet of coaches and a 3-star resort in Hoi An City. With thousands of tour bookings every year and a large number of loyal customers, the company has been really successful in its field. The company's target customers are people between the ages of 35 and 65 years and Vico Travel focuses on promoting tour quality, with particular attention being paid to accommodation and food. Moreover, the company focuses on creating innovative new tours to stay abreast of their competitors and to offer their customers different and unique experiences. Therefore, the company annually employs new people in order to brainstorm the product offerings so that they can provide original and inspired ideas.

Mr. Troy is one of the longer serving employees at Vico Travel. He works very effectively and brings numerous benefits to the company. He has been working with the company for four years and he is a team leader for the inbound tourism division of the company. Unfortunately, the Covid-19 pandemic greatly affected the world economy. More specifically, the tourism industry completely froze because of this unfortunate event. Many hotels and transportation companies as well as travel companies had to close due to a lack of customers and some of them decided to dismiss most or all of their employees to minimise labour costs.

However, the owner of Vico Travel did not want to close the company. He decided to lay off almost three-quarters of the employees, keeping the remaining key staff to do the necessary work to keep the company afloat. Although he had been working with the company for four years, Mr. Troy was not a key staff member so he was laid off. Before leaving the company, he took a complete copy of the company's confidential information, including future plans, policies and strategies and, especially, its large and valuable customer database. Two weeks later, Mr Troy was offered a job with a smaller travel agency. He was able to secure this new job in the travel industry during the pandemic because he had a secret weapon that this newly established company desperately needed – the raft of information from his previous company. He offered to share all the details of Vico Travel's business strategies with the new company and to use their customer database to send advertising information and entice customers to support his new company. Although he went ahead with his plan, Vico Travel did not realise what he had done, in part due to the impact of the pandemic on their business. None of the customers complained when they were contacted by My Troy as they knew him and could only perceive personal benefits from his new company; however, was it really ethical for Mr. Troy to steal and pass on the information?

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### **Questions**

1. As a director of Vico Travel, what could you do to prevent an employee from stealing the information?
2. If Vico Travel finds out about Mr. Troy's actions, do they have the right to sue him?
3. Should the new company hire Mr Troy when he admits to the theft? Why? Why not?

## **Sexual Harassment in the Workplace**

**by Rattanaporn Dungkam**

Sexual harassment in the workplace has been attributed to discrimination predominantly by gender (Lopez, Hodson & Roscigno, 2009) that may be exacerbated by the nature of the industry, job roles, power distance issues and general working relationships (Ram, 2018). Furthermore, some work colleagues may perceive women as sexual objects rather than workers with specific duties (Theocharous & Philaretou, 2009). Both males and females have been shown to be victims of sexual harassment (Ineson, Yap & Whiting, 2013) by both genders, with workers of lower status having less bargaining power (Ram, 2018). Although sexual harassment, that may provoke feelings of anger and disgust, is widespread in many organisations, relatively few victims make formal complaints, due to embarrassment or fear of repercussions and dismissal (Fitzgerald & Shullman, 1993; Ram, 2018; Worsfold & McCann, 2000). Many victims choose to respond to threats using coping strategies such as compromising, ignoring or escaping the situation rather than facing up to the perpetrators (Ford & Ivancic, 2020).

Anna was born in Thailand; she has a bachelor's degree in hospitality management and she can speak Chinese and English. Anna is married with two children and she works in a hotel that is not very far from her home because she wants to be close to her children's school. Her shifts last from 8 a.m. to 7 p.m. and she has worked in the front office for 12 months, providing local information and hotel services to guests. The hotel is small so there are only 30 staff in total, four of whom cover the reception desk. Most of the other employees finish work at 5 p.m. Anna usually arrives at work early and she does her job very well so that the guests are satisfied and appreciate her efforts and attentive service. Anna is proud of herself and happy to work in this hotel. The hotel owner, Mr Wang, is proud to have her on the staff. He works every day during the day and sometimes he stays on into the evening. Mr Wang is also married with children but he is a very flirtatious man.

One day Anna went to work as usual and Mr Wang was there too. They had fun talking together but then Mr Wang put his arm on Anna's shoulder. Although she was a little shocked, on reflection, Anna decided that the gesture was of reassuring approval and friendship as opposed

to predatory. The following week, Mr Wang came to talk to Anna every day, not always about work, and he touched her body a few times. Anna began to feel a need to protect herself so she was more careful about the context of her chat and general behaviour. One evening, when she had finished her normal job and most of the other employees had gone home, Anna was left alone with Mr Wang. As usual, he came to talk with her then, suddenly, he dragged her arm away from the CCTV and embraced her, kissing on her cheek. Anna was extremely shocked; she tried to resist and shouted: "Stop! Don't do this. You have a wife and children. It is wrong", then he let her go. Anna felt really upset by this unpleasant incident and Mr Wang appeared to be upset too.

The following day, Mr Wang came to talk to her as usual, as if nothing had happened. Anna became anxious about being alone with him and she began to worry about coming to work. She stopped arriving early because she was afraid that if she came to work ahead of time she would be alone with Mr Wang again. Anna did not want to leave her job because she enjoyed it and the location was convenient. She kept thinking about her unpleasant experience and trying to work out ways of avoiding being alone with Mr Wang.

Anna decided to talk to Tom, one of the employees who was her friend and whom she could trust the most. Tom worked as a handyman in the hotel and he already had a girlfriend. Tom stopped work at 5 p.m. or 6 p.m. according to his schedule. When he heard Anna's story, Tom was shocked too; he was amazed at Mr Wang's improper behaviour. Anna asked Tom if he would stay in the hotel and keep an eye on her until she had finished her work. She was really grateful to Tom and she was now much more comfortable and relaxed in the workplace. Anna's husband asked her why she was not going into work early anymore. She decided to tell her husband what had happened and he was very angry, saying Mr Wang should be reported to the police. Anna begged him not to tell the police but agreed to leave her job and find a new one. Two months later, Anna found a new job.

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### **Questions**

1. If you were Tom, how would you deal with the sexual harassment?
2. If you were Anna's husband, how would you react to the sexual harassment?
3. As a hotel owner, if you found out about such unethical behaviour in your organisation, what would you do?
4. Do you accept the fact that Anna feels that she has to leave her job and find a new job through no fault of her own? Why or why not?
5. Who should manage and be responsible for addressing sexual harassment in the organisation?

## **Living on Espionage**

**by Emmanuel Kwame Opoku**

Hotel de Omega is a renowned 5-star hotel in Ghana. It has created a niche for itself with its popular conferences and prestigious guest programmes; this hotel has become a household name among the local people. It is also noted locally for its corporate social responsibility (CSR) programmes within the region. CSR is defined as ‘the notion that corporations have an obligation to constituent groups in society, other than stockholders and beyond that, is prescribed by law or union contract’ (Jones, 1980, p. 59). On July 5, 2016, the owners of the hotel funded the drilling of a water well and the renovation of a dilapidated school structure for the community; however, despite its outstanding popularity and investment in CSR, the conditions of service for the Hotel de Omega employees were abysmal and disheartening.

Stephen and John had been co-workers at this hotel for 10 years and life had become increasingly difficult for both of them since the conditions of service were worsening along with the remuneration. Stephen and John innovated an espionage plan through which they blackmailed hotel guests to support their families. Their target market was primarily married men visiting the hotel with ‘young ladies’ who were prostituting near the hotel. Most of these prostituting ‘young ladies’ were locals; Stephen and John knew their background so they were able to identify their victims easily. Hence, any man who visited the hotel with a recognisable local lady became a victim of their new business venture. It is important to note that, because the Hotel de Omega was the only hotel in the community, it became an ‘attractive abode’ for promiscuous people.

To make their new business venture successful, John and Stephen placed hidden cameras in designated rooms usually allocated to guests for such leisure. Following each visit, they sent video recordings to the unsuspecting guests via their mobile phones with threats to expose their victims if they failed to pay a huge amount of money. Stephen and John continued with this activity for a long time during which their finances improved substantially and their lifestyles became opulent and extravagant.

However, on 20<sup>th</sup> March 2020, the unexpected happened when John felt that Stephen had cheated on him on a deal concerning a minister of the church who had visited the hotel with one of the prostituting local ladies. The two friends began to fight and, unfortunately, their argument took place on the premises of the hotel, enabling the General Manager of the hotel to become aware of the whole saga.

The two employees were invited to a management meeting where they openly admitted to having committed the crime. The hotel management managed to keep the story out of the public domain and the workers were dismissed secretly; the case was not reported to the police. Significantly, the Constitution of the Republic of Ghana (1992) stipulates that: 'No person shall be subjected to interference with the privacy of his home, property, correspondence or communication except with law and as may be necessary in a free and democratic society for public safety or for economic well-being of the country, for the protection of health or morals, for the prevention of disorder or crime or for the protection of the rights of freedom of others' (Comparative Constitutions Project, 2013, p14).

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### Questions

1. What is your opinion of investment in CSR whilst neglecting the working conditions and remuneration of the employees?
2. What is your view of Stephen and John's new business venture?
3. Do you think hotels should allow or encourage prostituting 'young girls' to trade near their premises? Why? Why not?
4. Do you agree with the decision of the management team regarding this crime? Why? Why not?
5. What is your opinion of espionage activities in general in hotels? Justify your answer.

## Cultural Awareness

by **Timara Qonita**

As one of the top tourist global destinations, Bali attracts countless foreign and local visitors annually from all around the world. From the outset, Bali has attracted tourists through not only its fantastic natural resources but also its culture, which is rooted in local religious beliefs. This symbiotic relationship has enabled Bali to create its own identity and to trademark its unique cultural religious tourism product, 'Balinese Hindu'; interestingly, this product is located within a country where Islam is the predominant religion (Indonesia-Investments, n.d.). Although the island of Bali is only a small province within the country of Indonesia, on hearing the name 'Bali' alone, potential tourists may be bewitched with the imagination of an exotic nature and rich culture (cf. Mansoor, 2017).

Despite being a Hindu-oriented island, the Balinese Hindu beliefs and practices are totally different from Indian Hinduism. It is believed that Balinese Hindu is the result of an acculturation process of three religions which are Buddhism, Hinduism, and the local tradition of respecting ancestors (Morgan, 2016). Bali lives up to its name, the island of a thousand temples, where tourists can spot countless temples (Pura, in the local language), tiny or enormous, because Pura are where the Balinese people worship their Gods. Puras in Bali also exhibit the brand of Balinese local architecture, the philosophy of which is based on "Tri Loka", a religious belief that divides the universe into three realms: the God; the human; and the demon, associated with the architecture as outlined below (Friends for Asia, 2012):

1. *Nista mandala*, the outer area of the temple which describes the entrance of the temple.
2. *Madya mandala*, the central area of the temple where all the supporting materials are placed.
3. *Utama mandala*, the holiest area of the temple.

Beside architecture, Balinese temples (Friends for Asia, 2012) are also divided into three types based on their location.

1. *Major temple.* Situated in a city or town that is considered as a religious focus. Each of the major cities has at least three major temples (for example, Pura Besakih, or Mother Temple, in Mount Agung).
2. *Village temple.* Located in villages and rural areas and used to hold local festivals. Village temples can also be found in important places that have wells and springs.
3. *Family temple.* A smaller temple that is built for all family members who live together in one household, usually located in the north part of the house (Friends for Asia, 2012).

Puras in Bali are open to everyone; however, there are some local traditions that people should be aware of before entering the temples. Tourists are expected to behave respectfully according to these guidelines:

- Any part of the body lower than the waist should be covered. However the tourists do not have to worry because every temple in Bali provides sarongs (a piece of traditional fabric worn by the locals) if tourist have unsuitable clothing.
- Climbing on any object inside the temples is a sign of disrespect.
- Women who are menstruating are not allowed to enter the temples. Bleeding is considered to be unholy and will desecrate the holiness of the temple.
- Visitors should never sit or stand higher than the priest.
- Some temples do not allow infants without teeth to enter the temple because they are considered to be spiritually incomplete.
- People whose relatives have recently passed away are also not allowed to enter the temple; it is believed that death upsets the family's spiritual balance (Friends for Asia, 2012).

One of these local traditions apparently upset a tourist from the United States of America, named Emily. As mentioned above, women who are menstruating are not allowed to enter a Balinese temple. While she was on vacation in Bali, Emily intended to visit a local temple as it was one of the key destinations on her itinerary. On arrival at the temple gate, Emily's attention was drawn to a huge placard warning that menstruating women were forbidden from entering the temple. As a female, Emily felt discriminated against. She thought that the local cultural beliefs were sexist and unethical due to gender discrimination. Emily protested and demanded

entry to the temple. Some local people tried to make her understand their religious beliefs in a polite way. Meanwhile, other domestic visitors who witnessed this incident reacted negatively to her action, saying that Emily should behave respectfully to the local culture. Although she was a foreigner, who was just visiting for a short period of time, they said she should be more respectful and that she should have researched the local cultural and religious beliefs in advance of her visit.

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### **Questions**

1. What is your opinion of Emily's reaction? Is it reasonable for Emily to get upset because she felt discriminated against? Why? Why not?
2. Do you agree with the domestic visitors' negative reactions towards Emily? Why? Why not?
3. What would you do if you were a local citizen of Bali and you encountered an incident like the one outlined in the case?

## **Is Zero-dollar Tourism an Ethical Practice?**

by **Nandar Aye**

This case study focuses on the issues of zero-dollar tourism and the role of tour guides and the ministry in the new influx of Chinese tour groups in Myanmar. Recognising the latest political and socioeconomic transitions, Myanmar began to increase its range of tourism products alongside a recent slight growth in international tourist arrivals. The international inbound market is comprised of Asian regions predominantly, China, Japan and especially Thailand followed by western and European travellers (MOHT, 2019). In line with the rise of tourism opportunities in Myanmar, the profession of tour guide became a popular career option. Before 2019, the Ministry of Hotels and Tourism issued licenses to about 10,000 tour guides who spoke several different languages (MOHT, 2019). Moreover, the ministry of Hotels and Tourism launched a crackdown to prevent the employment of illegal guides with a penalty of K50,000 fine (approximately equal to one-day's regular guide fee), increasing to a maximum sentence of three years in prison (Thu, n.d.).

Despite the potential for tourism development, tourist arrivals from European and western countries in Myanmar began to align with the growing sentiments in the debate regarding a tourism boycott over the Rakhine crisis and violence (Thu & Koutsoukis, 2018). These events led to an abundance of unemployed tour guides, especially English-speaking. A shifting focus from western tourists was offset by an increase in the number of Asian tourists, especially from China in association with certain Chinese group tour operators who control the entire travel process; they offer tourists low-cost packages, mostly known as zero-dollar or zero-budget tours. 'Zero-dollar tourism' refers to travel via low-cost Chinese package tours with strict itineraries. The suppliers are operated mostly by Chinese businesses and include hotels, restaurants and retail shops owned by Chinese nationals (Hein, 2019). Zero-dollar tourism began to expand more and more after Myanmar eased the visa requirements for visitors from China and permitted the issue of visas for a period of one year on arrival, from the beginning of October 2019 (MOHT, 2020). Myanmar received more than 300,000 Chinese tourists in 2018 and the figure more than doubled to 750,000 in 2019 (MOHT, 2019).

In Myanmar, daily tour guide fees vary according to market demand and supply. Since there are limited numbers of specialised-language-speaking tour guides in Myanmar, the tour guide fees for licensed Chinese-speaking tour guides are quite high. As the zero-dollar tours are budget-tours, the operators want to spend as little money as possible on tour guide fees and ignore the crackdown of operating with unlicensed tour guides. Meanwhile, the English speaking tour guides are losing their jobs due to the declining numbers of western tourist arrivals. In order to engage in a win-win situation, the Chinese tour operators are offering Chinese tours to licensed English-speaking tour guides, but with a reduced daily guide fee. In this zero-budget tour, the English-speaking tour guide is not obliged to provide any service or information to the tourist group but is simply present to signify that the tour group is accompanied by a licensed tour guide. Within a few months, the payment to English-speaking tour guides for zero-dollar tours began to decline as an increased number of tour guides showed willingness to work with these Chinese tour operators. Despite a few complaints about the lower payment, many previously unemployed English-speaking tour guides, in addition to tour guides who spoke other European-languages, entered the zero-dollar market willingly since it was a better option than being unemployed and making no money at all.

Both Chinese tour operators and tour guides were benefitting from this shift until a group of Chinese-speaking tour guides began to complain about newly employed guides who had misinformed the tour groups about the history, the culture, the attractions and sensitive messages about the country. Furthermore, some of these guides were accused of mistreatment to the tourists such as pressurising them to buy overpriced poor quality souvenirs at retail shops which were connected to Chinese tour operators and owned by Chinese nationals, so that the guides could earn commission. Moreover, it was noticed that most of the zero-dollar tour operators were purposely not employing professional Chinese speaking tour guides and they were unconcerned by the malpractice since the commentaries and presentations made during the tours encouraged the tourists to make purchases at the retail outlets of their Chinese collaborators. In consequence, the benefits for the local economy are reduced and the Myanmar government loses tax revenues. Payments are often routed through Chinese digital platforms so avoiding taxes as Myanmar does not have a digital currency system. Additionally, local residents have complained about zero-dollar tourists because of frequent aberrant behaviours such as breaking cultural rules at attractions, especially in religious sites, taking photos in restricted areas, trespassing in places that visitors are not allowed to enter and refusing to remove their shoes inside monasteries. Although many debatable issues have arisen from zero-dollar tourism over

the last two years there is still a plethora of tour guides who do not speak Chinese but are clamouring for work with the Chinese tour operators to ease their financial situation and avoid being unemployed during the tourist season.

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### Questions and Activities

1. Do you think it is ethical to work as a non-Chinese-speaking tour guide for zero-dollar tours in Myanmar?
2. Identify and comment on the other ethical issues in this case.
3. Can you suggest an alternative option for unemployed tour guides who choose not to work in zero-dollar tours?
4. If you were an unemployed tour guide, who did not speak Chinese and you were asked to conduct a tour for a zero-dollar tour group, what would you do?

## **Outdoor Activities: Taking a Risk?**

**by Nikki Wu**

Lila is a Taiwanese who is small and slim; she is a brave and curious girl and she likes to learn many different things. Lila has been skiing twice and she really enjoyed the feeling of freedom although this outdoor activity is difficult for Lila. Three years ago, she was involved in a car accident where she lost her foot. Her friend, Kiki, planned to go skiing this year and she invited Lila to go with her to Polar bear Ski Resort, near Erzurum, in eastern Turkey. They booked the trip through an online travel agency. According to the information on the travel website, the Ski Resort offered coaching by a Chinese speaker.

When Lila and Kiki arrived at the resort, they were very shocked to find that only two trainee coaches spoke Chinese and the other coaches spoke only Turkish. Due to the language barrier, Lila and Kiki had no option but to book with the trainee coaches. There was one male and one female, and they instructed Lila and Kiki on a one to one basis. Lila was guided by the male coach who accompanied her in one cable car while Kiki and her coach sat in another cable car. During the cable car ride up the mountain, Lila's coach moved closer to her and put his arm round her waist. Although Lila did not feel very comfortable, she did not resist him. The coach was old enough to be her father, so she did not take his behaviour too seriously. Furthermore, she did not know how to express her feelings to this man.

Because of her physical disability, Lila had to wear a specially designed ski boot, but she still fell over in the snow quite easily. Sometimes, when the coach was teaching Lila, he touched her body and she began to think he was rather predatory, but she was afraid to comment so she just smiled at him politely. Lila tried very hard to follow his instructions. She began to ski confidently under his tuition and things were going well until she was suddenly caught by a very strong gust of wind. Because the trainee coach did not have enough knowledge on guiding physically challenged skiers, he was not quick enough to catch her. Lila fell over and tumbled down the hill.

When the coach reached her, she was not hurt but he cuddled Lila, supposedly to comfort her. Then he took the opportunity to sexually harass her. Lila pushed the coach away and screamed;

he was furious at her action. The coach thought she had enjoyed his attention in the cable car because she didn't resist him; he was so angry that he raised his hand to hit Lila. Unfortunately, as she tried to escape from him, Lila fell and hit her head on a tree. By this time Kiki had joined them as she had witnessed the whole incident and heard Lila's scream. The emergency services were called and Lila was taken off the mountain by helicopter. Lila had extensive brain trauma from which she did not recover; she died the following day.

Kiki spoke with the manager of the Ski Resort and she said that Lila's family would be claiming a huge sum of money in compensation; she suggested that the coach should be fired immediately. However, the manager suggested that both Lila and Kiki were over-interpreting the coach's behaviour. He even remarked that Asians were cute, friendly and hospitable and the coach said he was just teasing Lila. Kiki was very angry about their attitudes; she naïvely asked the online travel agency to take responsibility for the compensation because the purchase of their flawed travel product was a precursor to the accident. The response from the travel agency was the Ski Resort company should take responsibility; they also said that outdoor activities had risks so the customers should have taken out additional insurance.

### ***Questions***

1. What risks should be considered when skiing in an unfamiliar country?
2. Who should take responsibility for this accident? Justify your answer.
3. If you were Lila, what would you have done following the coach's unwelcome attention in the cable car?
4. Do you have any opinions regarding Asian stereotypes? What advice would you give to Asians to mitigate stereotypical images that might cause misunderstanding between different cultures.



## **Part 2**

### **Revealed Case Studies**



## **Is it a Scam?**

by **Timara Qonita**

With the advent of the technological era dominated by online chat, messaging, sales and marketing: cybercrime (online crime) was born. It is subdivided into cyber-dependent crimes and cyber-enabled crimes. In the former, online devices are a 'tool to commit the crime and the target of the crime' whereas in the latter case, the use of computers increases the scale of traditional crimes (CPS, 2017, p. 1). As data have become 'accessible', although security has tightened in general, internet scams or frauds have multiplied; the perpetrators have risen to the challenge of developing increasingly sophisticated ways of 'beating the system' (See Metropolitan Police, 2020). An internet scam is a crime that usually exploits the target victim for financial gain, either directly or by gaining access to personal information for the purpose of blackmail or identity fraud, the latter often by phishing. The crime may be committed through various type of internet platforms or software, for example, email, financial websites, social media, membership databases etc. (CPS, 2017; Johansen, 2019; Muscanell, Guadagno & Murphy, 2014).

Scams in the tourism industry are not new. Pearce (2011) defined a tourist scam as an 'essentially fraudulent practice intended to gain a financial advantage from a tourist where that targeted individual is initially a willing participant' (Pearce, 2011, p.65). He continues to point out that not all such scams are illegal although the scammer may use deception, ruses and false promises to extort cash or belongings from the target. Pearce's viewpoint supported Grazioli and Jarvenpaa's (2000) study, confirming that the majority of consumers fail to detect fraudulent practice. Bringing the subject up to date, Lewis (2018) reported 600 billion USD was lost in 2018, amounting to 0.8 of the global GDP, because of cybercrime which remains on the increase with almost two-thirds of online service users having had their personal data stolen or compromised through online fraud. The Australian Competition & Consumer Commission (n.d.) identifies 10 categories of internet scam, one of which is an e-commerce transaction with respect to either tangible or intangible products.

Jessica is a Taiwanese college engineering student studying in Taiwan; she is an outstanding student who was hired by a local company in advance of her graduation. She excels in the workplace and her hobby is listening to music, especially Korean pop (K-Pop). Although Jessica

enjoys listening to many K-Pop groups, her loyalty is only with one group, named EXO. Jessica admires EXO so much that she is willing to do anything that is related to them; for example, she collects EXO memorabilia, CDs and DVDs and attends as many concerts as she can where she likes to purchase EXO souvenirs from fellow fans. As long as the merchandise is related to EXO, Jessica will definitely spend her money to acquire it. Jessica's admiration for EXO does not stop her from attending their concerts only when they perform in Taiwan. Sometimes, she visits Korea and other countries to attend gigs. For Jessica, listening to EXO, and being part of a live performance, is the perfect way to escape from her busy and stressful daily life.

Being an EXO-L (EXO fanbase name) also gives Jessica the joy of having many friends whom she has met online through the fan club. Despite having many friends in real life, she does not have a really close friend who will listen to her; she considers that her relationship with her friends is more like a business arrangement; she has no friends with whom she feels a connection strong enough to enable her to share her feelings and private thoughts. However, through social media, Jessica found a group of friends who shared her interest – they idolised EXO. One of her online friends was Nathalie, a fellow fan who lives in Malaysia. They met on Twitter two years ago because they both liked EXO and they naturally became closer. As they became more familiar, their communication was not limited to EXO; they even chatted on Twitter about their personal lives.

The EXO concert tour for this year includes a venue in Malaysia so Jessica thought that it might be a good idea to meet her 'virtual' best friend, Nathalie, as they were getting along so well. Jessica told Nathalie that she would attend the concert with her in Malaysia and then they could at last meet up in person. Nathalie worked in a ticket agency in Malaysia and she told Jessica that she had access to a special deal, a concert package tour from Taiwan to Malaysia including a priority class concert ticket, flight booking and accommodation. Although Jessica usually made her own travel arrangements, she thought it would be a good opportunity to help her friend's business; furthermore, because she had never travelled to Malaysia before she decided to go for the deal and so she booked the package. Nathalie was very grateful and said she would try to do her best for Jessica as both a customer and a best friend.

When the payment date approached, Jessica was urgently in need to the money she had saved to pay for the trip for another purpose; she explained to Nathalie that she could not complete the payment on time and asked politely if the payment deadline could be extended. Nathalie

responded very coldly to Jessica. Before reaching the purchase agreement, Nathalie had already informed Jessica of the need to meet the payment deadline and Jessica had agreed verbally to all the terms and conditions of the sale. Nathalie explained that there was no room for postponement of the deadline. Jessica felt very bad and also disappointed that Nathalie had acted like a different person in spite of being a very close friend. Despite being disheartened, Jessica trusted Nathalie. She said that she empathised with her predicament and borrowed money so that she could complete the payment on time.

On the day that Jessica arrived in Malaysia, she was very excited. An airport transfer was part of the package. Jessica looked for Nathalie at the airport but could not see her. Ten minutes later, Nathalie texted her and apologised – for personal reasons she could not be there. Jessica should go by herself to the hotel by taxi. Jessica was very understanding so she took a taxi, giving the address of the hotel to the driver. On arrival, Jessica was shocked to find that although her booking specified a three star hotel, the premises looked more like a boarding house. Jessica started to feel anxious and upset. She tried to contact Nathalie but failed. Nathalie did not respond until the next day; once again, she was giving excuses. The hotel in which Jessica was supposed to stay was fully booked therefore she had to assign her to another hotel. Jessica felt angry, but she held back her anger when she thought of all the help Nathalie had given her over the last two years.

As for the concert ticket, Nathalie did not appear personally to hand over the ticket to Jessica. The package included a priority seat with a prime view; unfortunately, Jessica's seat was at the back of the arena and far from the stage. She was deeply disappointed with Nathalie and decided to return to Taiwan without meeting or contacting Nathalie. The 'friends' never got in touch with each other again.

A few months later, Jessica saw a tweet on Twitter accusing Nathalie of a scam. The person who tweeted was gathering evidence to take legal action against Nathalie. It appeared that Jessica was not Nathalie's only victim; there were also other similar cases like Jessica who were also 'initially willing' to be scammed (cf. Pearce, 2011) or, as in Jessica's case, this incident might be perceived as a type of consumer attribution, associated with the product's dissatisfaction (Weiner, 2000).

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## Questions and Activities

1. What is your view of the internet fraud in Jessica's case?
2. How would you recommend Jessica to respond to this situation from an ethical perspective?
3. What advice would you give to Jessica on how to identify internet fraud?
4. What charge, if any, do you think a legal team could bring against Nathalie?
5. Research the internet regarding the online sales of first-hand and second-hand concert tickets, consider the ethics and legality of these practices then draft a set of recommendations for online purchasers.

# **Tourism in a Protected Area: A Proxy or a Double-edged Sword?**

by **Nandar Aye**

## **Introduction**

Human population growth and expanding human activities and disturbance have become emerging threats on the wildlife habitat and entire ecosystem (Borgwardt et al., 2019; European Commission, 2011; Gaynor, Hojnowski, Carter, & Brashares, 2018). Hence, assuring the balance between conservation and human activities by achieving sustainable development has become a critical approach to deflate biodiversity loss (Baird, Plummer, Schultz, Armitage, & Bodin 2018; Conradin & Hammer, 2016; Xu et al., 2017). This outlook has been aspired to by international bodies, for example the Sustainable Development Goals 14 and 15 respectively indicate the terrestrial ecosystem, biodiversity protection, and marine protection (United Nations, 2016).

The International Union for Conservation of Nature (IUCN) defines the protected area (PA) as ‘a clearly defined geographical space, recognised, dedicated and managed, through legal or other effective means, to achieve the long-term conservation of nature with associated ecosystem services and cultural values’ (Dudley, 2008, p. 8). Some local communities rely primarily on natural resources and wildlife for their daily survival as poverty is a severe local concern (Andam, Ferraro, Sims, Healy, & Holland, 2010; Ferraro, Hanauer & Sim, 2011). Owing to this the contribution of PAs has been controversially criticised because of its consequences on native people such as displacing them and denying access to resources (Brockington, Duffy & Igoe, 2008; Jacoby, 2014). Furthermore, although the establishment of PAs is important for conserving ecosystems and biodiversity (Marquet et al., 2014), the difficulty of evaluating the actual benefits of conservation within PAs has caused tension among communities living within and close to PAs (Nagar, 2019).

Tourists can be the driving force not only as a direct source of income for PA management through entry fees but also for their contribution to the economy of the entire destination country through other components of tourism such as transportation, accommodation, food and beverage, souvenir retail and merchandise both within and outside the PAs (Bovarnick, Fernandez-Baca, Galindo & Negret, 2010); however, it is imperative to secure enough and

consistent funding to achieve financial sustainability (Bovarnick et al., 2010). When PAs are heavily dependent on government funding and budget allocations (Bovarnick et al., 2010), the increasing number of PAs has resulted in financial insufficiency in terms of various sources of funding (Beffasti & Galanti, 2011, Bovarnick et al., 2010; Watson, Dudley, Segan, & Hockings 2014). Budget constraints from government funding limit the capacity of PAs to ensure ecological functions, mandates, and livelihood contributions (Watson et al., 2014). Since the establishment of PAs restrains local communities, it is argued that the integral role of a PA is to provide financial benefits for poverty reduction, ensuring the livelihood of surrounding native communities (Woodhouse, Bedelian, Dawson, & Barnes., 2018).

The number of PAs listed as UNESCO World Natural Heritage (WNH) sites has increased dramatically since the early 2000s with the expectation of promoting visitor numbers to increase direct contributions to economic and sustainable development (Mose, 2007). Since PA tourism is combined with such complex and dynamic systems, there is an integral obligation for dynamic benefit sharing, with targeted outcomes, to ensure access for indigenous people while retaining wilderness experience for tourists (Strickland-Munro & Moore, 2013). Despite integration between WNH sites and the surrounding indigenous communities and the complexity of the situation, PA tourism is encouraged for sustainable development (Conradin & Hammer, 2016). Moreover, tourism is now accepted as an opportunity to resolve the challenges associated with financial sustainability of PAs and to offer wider economic benefits to surrounding communities (Rylance, Snyman & Spenceley, 2017).

Most importantly, although the contribution of PAs to environmental conservation is recognised widely, the moral and ethical responsibilities associated with the issue of poverty should be addressed (Scherl et al., 2004). To ensure the balance between social life and nature, the ethical responsibility of all tourism stakeholders for sustaining cultural and natural harmony within PAs must be given serious consideration (Açıksoz, Bollukcu & Çelik, 2016; Vernon, Essex, Pinder, & Curry, 2005).

## **Background**

Myanmar, despite being a developing country, possesses a rich biodiversity from north to south, from the long coastal line to the higher mountains on the edge of the Eastern Himalayas. As of 2018, the Ministry of Natural Resources and Environmental Conservation of Myanmar has tried to protect the habitats and biodiversity; to date, there are 42 designated PAs within the country,

including five national parks and one marine national park (Myanmar Centre for Responsible Business, 2018).

Natmataung National Park (NNP) is located in Chin State in the western part of Myanmar. It was founded in 1994 with the primary purpose of protecting the upper watersheds of the Lemro and Myittha rivers and other nine medium and small rivers (Beffasti & Galanti, 2011); the park became a designated PA in 2010 (Myanmar Centre for Responsible Business, 2018). The park covers 72,300 hectares of total landscape with elevation ranges from 740 m to the highest elevation point, the summit of Mt. Natma, also known as Mt. Victoria or Khaw Nu Soum, at about 3051m (UNESCO World Heritage Centre, 2020). NNP was listed as an important area for the protection of rare bird life, including endemic species, by the International Union for Conservation of Nature (IUCN) in 2004 (See <https://www.iucnredlist.org/resources/summary-statistics>), with the white-browed nuthatch being listed currently on the Alliance for Zero Extinction Site ([http://datazone.birdlife.org/userfiles/file/sowb/pubs/AZE\\_map.pdf](http://datazone.birdlife.org/userfiles/file/sowb/pubs/AZE_map.pdf)). Moreover, the park is regarded as a diverse plant habitat area (Platt et al. 2012) and an important environment for other wildlife, including rare mammals and reptiles. It houses 808 species of plants (including 70 ferns), 299 birds, 23 amphibians, 65 reptiles and 77 butterflies (Beffasti & Galanti, 2011). Aiming to promote sustainable development in distinct ecosystems, the NNP is listed as one of the priority sites among the country's major protected landscapes in the Myanmar Ecotourism Policy and Management Strategy for Protected Areas 2015-2025 (Ministry of Environmental Conservation and Forestry and Ministry of Hotels and Tourism 2015).

### **The Case**

Mr. Sanchez is a nature lover, who is fond of travelling to natural landscapes. He has travelled not only to domestic destinations but also to different parts of the world. Despite being in his early 40s, he is enthusiastically involved in outdoor activities such as biking, hiking, and mountaineering, sailing, etc. He is a businessman who works for an IT company in Umea, Sweden. While working overtime during a busy period, he was looking forward to his Christmas Holiday; he dreamed of travelling somewhere exotic and decided finally to travel to Myanmar again. He had been to Myanmar several years ago, in 2012. On his first visit, he travelled solo to five different states, four of which were major hotspots. His trip was arranged by a local tour agency. The last place that he visited was his favourite among all the places he visited around the country. It was Mt. Victoria, in Natmataung National Park (NNP).

On his first visit, Mr Sanchez recognised that NNP is a PA so he went trekking with a local guide. It took them five hours from the park entrance to reach the summit of the mountain. Surrounded by rhododendron bushes, colourful wild orchids and hummingbirds, he cherished the hiking experience and, of course, the birdwatching through his small binoculars. Mr Sanchez had only spent a few minutes at the top of the mountain when he realised there was a variety of optional longer trekking trails down through the woods; however, because of the time limitation in his travel plan, he could not explore the park as well as he wanted to. He stayed overnight at one of the homestays in the village near the park then returned to the main city for his flight back home. It had been a great experience - not only in trekking activities but also he loved the atmosphere of the village, the local people and feeling part of their daily activities. These pleasures were continuously on his mind when he was planning the return trip to Myanmar; he wanted to explore Mt. Victoria further and learn more about the natural environment and sites in Myanmar.

Recently, Mr Sanchez returned to Myanmar. He planned a trek on Mt. Victoria and was really excited; he even bought some new powerful binoculars so that he could enjoy the birdwatching even more. As he was familiar with the location, Mr Sanchez made independent travel plans; he felt safe travelling and trekking alone. Most importantly he could spend as much time as he wanted to explore the mountain trails. However, while he was arranging the tour, Mr Sanchez received an email from the tour guide whom he had hired on his last visit; he was informed that homestays in the village were not allowed anymore according to new regulations by the Ministry of Hotel and Tourism. Mr Sanchez was extremely disappointed as he was looking forward to enjoying the atmosphere, local culture and traditions; he was left with no choice. Despite being a little bit upset, he finally booked a room at one of the recently built resort hotels.

The journey had begun. Mr Sanchez finally arrived at the village and a tour guide accompanied him to the resort hotel which was situated near to the entrance of the National Park. The following morning, Mr Sanchez began his adventure with a very positive vibe, carrying his backpack, camera, and binoculars; however, he soon realised that the footpath he had used on his previous visit was now an unmade road. Mr Sanchez decided to join a group from the hotel with a tour guide. He was very surprised to discover that the park entrance could be reached on foot in 15 minutes and shocked by the fact that the new accommodation had been built extremely close to the natural heritage area.

After a few minutes, three motorcyclists rode past the group at speed, showering them with dust. Mr Sanchez was very angry and upset by this noisy, unpleasant experience; it was sad to see the environment being destroyed by pollution. Furthermore, the landscape was different from the last time, with fewer trees and green open spaces. Although the tour guide showed the group different trekking paths away from the road, when he followed them, Mr Sanchez could still hear the noise of motorbikes racing up to and down from the summit. The birdwatching was impossible now; because of the noise, the birds had moved to quieter less accessible areas of the mountain. The tour guide explained that most of the motorbikes belonged to the villagers. Visitors who were short of time, unfit or not well-equipped, could take a taxi bike to the summit. Since the locals could not operate the homestay anymore, they were dependent on the taxi service, which was allowed by the government as a source of income. Just a few of the bikers were park visitors from other cities. Mr Sanchez felt that although the government's decision might have been economically sound for the country, the impacts on the natural environment and the local community were dire. Perhaps the local authority might intervene, at least by educating the indigenous community and the visitors to respect nature and manage the park systematically.

Mr Sanchez trekked down from the summit of the mountain. It was already 6 pm when he arrived back at the hotel. He took a bath and planned to take a walk to the village; however, he could not see the village area since they did not have access to electricity in the evening. Finally, he gave up the idea and decided to have a cup of coffee. Holding a coffee cup at the veranda of his room, he imagined where the village would be, what the people would be doing at that time and reminisced on his wonderful homestay experience at the village house in 2012.

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### **Questions and Activities**

1. Research ethical issues pertaining to environmental protection and the preservation of cultural heritage and use the information to identify the ethical issues in the case study of Natmataung National Park.
2. What are the moral and ethical responsibilities of each of the stakeholders?
3. What might be possible impacts on the local community and the environment if the ethical responsibilities are not addressed?

4. In a group of three, research three other worldwide protected areas which have similar ethical issues; identify and elucidate the common issues among all these protected areas and present your findings to the class/other groups.

## **Please Humbly Face the Mountain**

by **Nikki Wu**

The market for mountaineering tourism is beginning to flourish in Taiwan; however, whether undertaken by an individual or a team, outdoor activities have many potential risks and responsibilities to bear. In recent years, the number of mountain accidents in Taiwan has increased year on year, with an average of about 222 incidents in the past five years. Although 19 people died and four were never found, 306 people were rescued successfully. Based on analysis of requests to the Ministry for assistance, the number of rescues by self-organised teams or other commercial groups is remarkably high (ETtoday, 2019).

Initially, the core of the mountaineering community in Taiwan was dominated by mountaineering associations and university mountaineering clubs. Prior to 2001, the government stipulated that if people wanted to climb a mountain of more than 3000 metres, they must be led by a professional who had a mountain guide certificate and each climb had to follow the system of club application (Mountain Urbanite, 2020a). In 2001, the mountaineering pattern in Taiwan began to change, but because of recent increasing interest in mountain tourism and growing interest in freedom of access, the government lifted the control for suburban mountains and discontinued the system of mountain applications (Mountain Urbanite, 2020a). People began to team up with family, friends, and even strangers through the Internet, to climb mountains. Many more commercial groups also gradually emerged (Mountain Urbanite, 2020a). In addition to mountaineering associations losing their past status and dominance in Taiwan they have begun to age and be marginalized. This has had an impact leading to chaos in many mountainous areas (Mountain Urbanite, 2020a).

Traditionally in Taiwan the mountaineering associations and university mountaineering clubs had many members. They offered perfect educational and training experiences, so that novice mountaineers could learn from guides who were familiar with the terrain so enhancing their physical fitness, inheriting knowledge and gaining experience (Mountain Urbanite, 2020b). Nowadays, some people in Taiwan have adopted different ways of approaching mountaineering. Climbers may participate in commercial group activities through which they are unable to gain an in-depth knowledge of mountaineering, possibly because of the limited interaction with the

mountain guide during the itinerary. Such commercial groups focus mainly on profit; they do not always provide professionally trained mountain guides for their customers and some of the untrained guides lack the necessary professional skills. Some guides are not trained in risk management and therefore the morals and ethics of these companies are suspect, putting mountaineering team members in danger (Mountain Urbanite, 2020c).

On the other hand, some local people climb mountains regularly with their friends and family members. With the rise of social media increasing numbers of people are connecting with strangers with whom they team up to climb mountains. These more recent approaches to mountaineering have led to many problems. For example, the team leader may not have a well-planned mountaineering itinerary and the team members may be at high risk. Furthermore, the team leader may be unable to protect the team members because of a lack of professional mountaineering knowledge. Some leaders are not as physically fit as some of their teams, perhaps resulting in their being left behind by the strongest team members who aspire to reach the summit. Furthermore, if the climbers encounter danger, members of a team who have met through the internet might be reluctant to trust each other, so they may be unwilling to assist their climbing companions (Mountain Urbanite, 2020c).

Therefore, we can understand why there are many mountaineering accidents in Taiwan. In addition to inexperienced leaders and mountain guides and the casual attitude of some self-organised teams, some research shows that personality traits also influence the risk of mountaineering accidents (Crust, 2020). For example, if a person is arrogant, his/her contribution to teamwork may be inadequate and s/he may not always follow the instructions of the leader, so increasing risk to the entire team in problem situations or causing self-injury. On the other hand, lack of education, knowledge and/or experience in mountaineering can also contribute to various ethical issues such as leaving garbage on the mountain and causing environmental problems (Musa, Higham & Thompson-Carr, 2015). Mountaineering is a healthy activity; however, due to the lack of government regulations, the mountaineering accidents in Taiwan are constantly increasing. In addition to increasing the rescue work for firefighters, this situation has also indirectly caused public dissatisfaction; many local people think that mountaineers are wasting national resources (Yu, 2016).

Justin is a young man from California. He is tall and strong with an independent personality so, in a team, he is more likely to do things by himself. His interests are mountain climbing and

fitness. In his spare time, Justin often climbs mountains in California. He decided to climb a mountain in Taiwan during a long vacation. Justin had no friends in Taiwan, so he looked for netizens on Facebook to find partners to climb Snow Mountain. He contacted the organiser, Gina, who hosted mountaineering events. It seemed she had not climbed Snow Mountain beyond 3,000 metres. Gina decided that she could arrange the trip for Justin independent of any local commercial organisers in order to make more money. She decided to plan the itinerary and provide the equipment and other information alone. In her post on Facebook, Gina had stated that she had limited experience of climbing mountains and that her climbing speed was slow. However, Gina also stated that she would wait for other partners who were slow, keep the group together and she hoped that everyone in the team could help each other. Gina did not have friends who were mountain climbers so she found some inexperienced climbing partners on social media; they formed a group whose plan was to climb the mountain together. Justin explained his background and intentions to Gina in advance of the trip. Gina was fluent in English, so she had no problems communicating with Justin. Justin told her that although he had not climbed any mountains in Taiwan, he had substantial mountain climbing experience in the United States of America. Therefore, he was quite confident that he could reach the summit of the Snow Mountain with ease in addition to helping the group members to summit if needed. Gina was very happy to have an experienced climber in her team.

The main peak of Snow Mountain is 3886 metres. It is the second-highest mountain in Taiwan with traces of a glacial valley, a rare sight in Taiwan (Yang, 2007). Snow Mountain commercial group itineraries mostly involve an overnight stop at the mountain hut or camping ground. Gina did not book accommodation as she decided it was not necessary; she planned to climb for one day only. The group comprised five people including Gina, three young and very physically fit Taiwanese university classmates and Justin. The classmates were newbies to mountaineering and they chose her trip because it was relatively cheap.

The meeting place for the start of the adventure was the trailhead of Snow Mountain. Justin got off the plane and took a taxi straight to the meeting place. Gina checked out and briefed the group members then led them to the start of the climb. Gina asked everyone to introduce themselves and to chat about their background. Justin was climbing the mountain faster than the others, so he always walked in front of the group. As the path became higher and steeper, they tried to keep up with Justin but Gina found that she was gradually losing her physical strength and she felt that she could not keep up with his pace; however, she warned Justin of the danger

of splitting from the group and climbing alone, so she asked him to slow down and requested the team to walk more slowly. The three Taiwanese obliged and stayed close to Gina but the gap between the straggling group and Justin remained. They stopped to rest and ate a picnic lunch. Gina was amazed to see the Taiwanese throwing their garbage on the ground; they even carved their names on trees. Although Gina knew that such behaviour was not environmentally responsible, she was afraid to chastise them so she pretended not to notice. Gina was afraid that if she stopped them, they go on ahead without her because they were unhappy with the slow pace.

Justin expressed concern that judging from the group's climbing speed, he would not reach the summit of Snow Mountain. His patience was running out as he had to keep slowing down to wait for the team members. He informed everyone that he was going ahead on his own. Although Gina had explained to Justin the danger of climbing alone, Justin said that he was a very experienced mountaineer and he would be fine. Justin was determined to climb the second highest mountain in Taiwan so he insisted that he must achieve his goal of reaching the summit.

In spite of Gina's protests, Justin walked quickly away from the group. Suddenly, the sky went very dark as a powerful storm approached. Gina realised that as their climbing speed was slow it was impossible for the group to reach the summit of Snow Mountain. Gina consulted the remaining three members and they all decided to go down the mountain; unfortunately, they were unable to make any contact with Justin. On their way down the mountain, they encountered a commercial group with two official mountain guides. Gina told the mountain guides about losing contact with Justin and so one of the guides volunteered to go back up the mountain to find him whilst the other guide led their team, Gina and her team down the mountain. By nine o'clock in the evening, neither the guide nor Justin had returned so the fire brigade was contacted to rescue them from the mountain.

The firefighters and a helicopter began a rescue operation. After a few hours, the search and rescue team finally found Justin safe and well. Justin displayed his arrogant attitude and insisted that he was fine, in good form and spirits, and that he did not need to be rescued; he said that he had not encountered the guide then he turned around and left the scene. Finally, the search and rescue team found the guide. He was lying on the ground and his head had been crushed by a huge boulder dislodged by the storm. The guide was airlifted to the local hospital for emergency treatment but unfortunately, he suffered brain damage and could not be saved.

The mountaineering accident was covered by the local press and other media. The incident attracted substantial public debate. First, the locals considered that Justin had abused and wasted social resources because of the cost of dispatching the rescue team, the cost of which was borne by local taxpayers. Second, people argued over the attribution of this accident – was it caused by Justin’s arrogance or Gina’s inexperience and attempt to cut costs by not using a trained guide or a commercial organisation; opinions on the issue differed.

The risks attached to finding people to climb mountains online are indeed greater than linking up with commercial groups. Climbers and organisers need to take responsibility for their actions. In addition to not endangering themselves, it is imperative that they act as a team throughout a climb to support each other and to protect the group from mishaps. Mountaineering is a professional and dangerous outdoor activity. In the context of mountaineering ethics, the interaction between climbers, local people and respect for the natural environment must always be given due consideration and should be at the forefront of all individual and group activities and decisions. In addition, both the team leader and the guide should perform a risk management assessment in advance of every climb, including the terrain, potential weather impacts, equipment, health and safety, experience and physical fitness of each individual, local norms and regulations etc. Besides having professional knowledge of mountain climbing, team leaders and guides should also take responsibility for curtailing and preventing any team members’ misconduct. When faced with a high mountain, everyone should climb it with humility because even climbers with extensive experience may be injured due to accidents or other unexpected events. The mountain will always be there; reaching the summit should not be a competitive but a cooperative venture. The most successful climbs are those from which everyone returns safely to the base.

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### **Questions and Activities**

1. What aspects should be taken into consideration when seeking a netizen with whom to climb a mountain?
2. Which indicators would you use to determine the reliability of a commercial climbing organisation?
3. If you were Gina, what would you do when Justin didn't want to follow the team?
4. If you were Gina, what would you do when the team members behaved badly towards the environment?
5. What is your perspective on the mountain accident? How might the accident have been avoided?
6. Research the regulations for leisure mountaineering in three different countries. Compare and contrast the safety, security and ethical issues.

## **Tourists' Lack of Environmental Consideration: The Case of Mount Everest**

by **Cindy Chu**

### **Background**

The Himalayas reach from the border of the Tibetan Autonomous Region of Mainland China, through India, southern Tibet, Nepal and Bhutan; they span about 2,500 kilometres from east to west, and between 200 and 400 kilometres from north to south (Wolpert et al., 2020). In total, they cover an area of approximately 594,400 square kilometres and they are the highest mountains in the world (Bisht, 2008). The main peak is Mount Everest, which crosses the border of Mainland China and Nepal; it has an altitude of 8,848 metres above sea level and is the tallest peak in the world (Bisht, 2008). A tribe of Sherpas, who live close to Mount Everest, are renowned as expert mountaineers as they are familiar with its geographical environment (National Geographic, 2020). The Himalayas have always had a strong influence on South Asian culture and religion; their local traditions are associated with many of the individual mountains in addition to numerous Buddhist and Hindu shrines (Lewis, 1994).

In the last century, Mount Everest was a challenging destination for international climbers. In 1924, a team from the United Kingdom determined to reach the summit from the northern part of the mountain in Tibet; unfortunately, although they came within a few hundred feet from of the top, they never returned to base camp. In 1953, a team approached the mountain from Nepal on the southern side; two of the team, a climber from New Zealand accompanied by a Sherpa guide, successfully reached the summit and they were credited with the first official ascent of Mount Everest (Bogage, 2019). In 1963, the first group of Americans summited; a member of their team published a comprehensive article about the trip (Bogage, 2019). Between 1950 and 1980, China prohibited people from accessing the mountain from Tibet. At the same time, only scientists were permitted access from Nepal for research purposes. Eventually, the border was opened in 1985 and the permission to climb Mount Everest was based on each season and the route (Bogage, 2019).

By the 1990s, international relationships had improved and more opportunities to climb Mount Everest became available. Although it was relatively easy to get a permit, most expert climbers needed to find financial support or sponsorship from their national climbing agencies, so from

the initial planning phase, a trip might take several years to realise (Bogage, 2019). According to the Himalayan Database, in the 1980s fewer than 2,000 people applied for permits. They were only the best climbers and, if they were successful, their country was acclaimed; however, the situation began to change and from 1999 until 2019, about 4,000 permits were issued to people who wanted to challenge the world's highest mountain (Bogage, 2019).

### **A Dangerous Tourist Destination and Unscrupulous Climbing Companies?**

As more permits were issued to climbers, adventure consultants and mountain climbing agencies lowered their prices to attract even more visitors, some of whom had limited climbing experience and insufficient climbing equipment (Bogage, 2019). One of the consequences was overcrowding and “traffic jams” resulted, especially in the Spring peak season when in excess of 200 climbers and guides might be ascending or descending simultaneously (Bogage, 2019).

Although Mount Everest was becoming a tourist destination, the majority of its visitors were completely unaware of its dangers; for example, queues on the descent in the latter part of the day when the ambient temperature was falling rapidly led to mortalities (Bogage, 2019). The problems have been exacerbated by unscrupulous climbing companies who supply tourists with insufficient or inadequate equipment or hire unlicensed and unexperienced local Sherpa guides so threatening the safety of climbing groups (Bogage, 2019). Indians have overtaken Americans to become the largest group to obtain mountaineering permits for Everest with a record of 78 successful applications in 2019, up from 59 in 2018 (Roy & Sharma, 2019). The cheaper, perhaps less safe mountaineering companies, appeal to the price sensitive Indians who often have limited financial support for their climbing trips (Roy & Sharma, 2019). From the outset, climbing companies mostly run by foreign operators were dominant in selling climbing experiences to the world's highest peaks but, more recently, Nepalese companies have entered the market charging up to 50% less than their competitors. Consequently, 80% of the business is now in the hands of Nepalese companies (Roy & Sharma, 2019).

### **Bodies on the Mountain**

By 2019, more than 300 people had died on Mount Everest with two-thirds along the main climbing route, some of whom remain on the mountain (Sharma & Schultz, 2019). Each spring, climate change due to global warming has caused the ice and snow to melt rapidly and the bodies are gradually being exposed for all to see (Khadka, 2019). Officials from China and Nepal proposed taking action to remove the bodies, but they required help from the local Sherpas who

believe it is disrespectful to the God of the mountain to remove the bodies. At the same time, some of the climbers' families wanted them to be repatriated (Arnette, 2019) and this controversy spans contrasting cultural beliefs and traditions. On the Chinese side of the mountain, some efforts have been made to clear the bodies and The Nepal Mountaineering Association has recently transported some corpses down the mountain, but the cost is high and the frozen bodies are extremely heavy. It is not possible to keep up with the speed at which the corpses emerge (Arnette, 2019).

### **Climbers' and Tourists' Behaviour and Environmental Damage**

Swenson (2019) pointed out that Mount Everest is referred to as the 'world's highest garbage dump' due to both climbers and tourists depositing empty oxygen bottles, broken tents, clothes, food packaging and human waste on its slopes and at base camp. Recent climate change has also exposed rubbish. Such unethical behaviour is an obvious cause for concern. Furthermore, this change has impaired the natural environmental protection and intensified tourism problems in Nepal (Nyaupane & Chhetri, 2009; Swenson, 2019). A plan for the Nepalese army to clear a large amount of garbage, exceeding 35,000 kilograms, was condemned by local Sherpa guides who said that it was too dangerous for inexperienced mountaineers to approach the peak of the mountain; they should restrict the cleaning works to the lower altitudes (Phuyal, 2020).

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### **Questions and Activities**

1. If you were purchasing tourism mountaineering products, what would you do to check whether the company's operational procedures were ethical?
2. What is your personal perspective on the removal of the dead bodies from the mountain?
3. What is your view regarding the environmental issues on Mount Everest? Justify your opinion.
4. Research the responsibilities of governments, local communities, organised tourist groups and individual climbers to protect mountainous areas from environmental exploitation and damage. Draft a plan for the future environmental protection of Mount Everest.

### **Recommended Reading**

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## **The Ethics of Tour Guiding: The Case of Thai Tour Guides**

**by Rattanaporn Dungkam**

The tourism industry is a key contributor to the global economy since it provides income for most countries resulting from both domestic and international, leisure, social and/or business travel (WTTC, 2019). As the demand for travel has increased so has the need for middlemen or intermediaries to connect tourists with the plethora of travel products. Although travel agents used to play this role, the rise of the internet has brought about new players and trends including OTAs (Online Travel Agencies) and self-booking sites which encourage DIY travel. However, within some travel itineraries, there remains a place for a tour guide who has direct contact with the tourists.

A tour guide can impress tourists directly in either good or bad ways (Levy & Lerch, 1991). Chamnan (1998) highlighted the key qualities in a tour guide: patient, tolerant, physically active, flexible to the requirements of the tourists, honest and adaptable to a variety of situations. Thus, the tour guide may be seen as a diplomat and a representative of both the tourist group and the locals – a facilitator of the connection between the tour group and the local residents (Ap & Wong, 2001). As s/he serves as a mediator between the tour members and local hosts the tour guide must possess a high level of intercultural competence that is relevant to the interacting cultures (Yu, Weiler & Ham, 2002). Tourists who visit certain places independently, without a tour guide, may have difficulty not only appreciating but also accessing the sights so they may feel that their visit was a waste the time and money, especially if the entry is dependent on advance booking; therefore, international tourists often benefit from the services of a tour guide (Hu, 2007). Therefore, it is clear that the tour guide can play an important role in connecting tourists with their chosen destinations and, most importantly, in the overall success of the tourism experience (Lin et al., 2014). If tourists have a professional, knowledgeable and emotionally intelligent tour guide, they should feel satisfied and take away a positive impression of the tour and the host country, region, city or attraction they have visited (Blyablina, 2015; Nguyen, 2015; Sandaruwani & Gnanapala, 2016). The tour guide is expected to offer not only information regarding local regulations and safety but also suggestions and explanations for

tourists, who are likely to be complete strangers in an unfamiliar place, as well as alerting them to cultural norms and traditions (Hansen & Mossberg, 2017).

Tour guides, who have been certified by achieving the training standard may still have very different goals and expectations from the job ranging from long term career success to a part-time job to make ends meet (Lansangan-Cruz, 2008). Furthermore, individual tour guide's ethical approaches to the job appear to be variable. An ethical person will act in accordance with good morals; an unethical person will perform his/her duties perhaps dishonestly, without responsibility or behave inappropriately, with consequent detriment to the host country's tourism industry (Joseph, 2015). According to Fang and Wang (2015), the ethics of a tour guide can be affected by seven factors: working treatment, personal quality, business management, public opinion, external supervision, social environment and interpersonal relationships. A tour guide who performs his/her duties with efficiency and honesty can create a good impression and satisfy the tourists; on the other hand, if a tour guide is acting immorally or ineffectually, the customers may complain and be left with a poor image of the country (cf. Cetin & Yarcan, 2017). As the role of a tour guide is important to the tourism industry, his/her tourist services are sometimes indispensable, being a key contributor to the tourist experience (Seyfi, Hall & Rasoolimanesh, 2020).

However, partly because of global distancing issues, it appears that many tourism operators do not oversee the quality or check the standards of the guides who serve their international tourists. In addition, the travel company may perceive the employer/employee relationship as a benevolent business-to-business transaction as opposed to an employment contract (Huang & Weiler, (2010).

In spite of the responsibility placed on tour guides, they may have limited control over certain issues such as the overall management of the tour (cf. Wang, 2020). On the other hand, as they have direct contact with the tourists, tour guides' attitudes and behaviours, as the local leader and the sole decision-maker whilst on a tour, can place them in a very powerful position (Blyablina, 2015; Hu, 2007; Liang, 2020; Ong, Ryan & McIntosh, 2014; Tsauro & Ku, 2019). Ideally, to maintain their credibility, tour guides should try to avoid problems and behave ethically throughout the tour (Ong, Ryan & McIntosh, 2014). The following cases exemplify various unethical practices pertaining to tour guiding in Thailand.

### **Case study 1: Inappropriate Behaviour of a Tour Guide**

Note: This case study is adapted from a true story

(See [https://www.khaosod.co.th/special-stories/news\\_670694](https://www.khaosod.co.th/special-stories/news_670694))

Following a post on social media, a national news programme in Thailand reported that a tour guide's behaviour at the Doi Suthep temple, one of the most holy Buddhist sites in Thailand, (see <http://www.chiangmai.bangkok.com/attractions/doi-suthep.htm>) was inappropriate. The tour guide, named Marcus, had stepped on the pagoda of the temple to take pictures with tourists as well as being too friendly with the tourists; images of Marcus hugging and kissing female tourists appeared on social media. There was heavy criticism from the tour host, who approached Marcus directly regarding a series of subsequent complaints. Toto and Ann, who are also local tour guides, disapproved strongly of Marcus's behaviour as did Mr. Chart, the President of the Professional Tour Guides Association of Thailand.

In his defence, Marcus replied that on the day in question there were about 35 tourists in his group and he had informed them not to climb on the pagoda; however, the group dispersed on arrival and some of the tourists had already entered the temple. He followed them to ensure they were being respectful whilst trying to keep an eye on the remainder of the group. When Marcus observed some people climbing onto the pagoda to take pictures, he gesticulated to them to come down but they didn't heed him. He claimed that he had to climb up to get them back together and that they agreed to come down provided that he let them be photographed with him first. Marcus confirmed that he had only stepped onto the pagoda because he needed to bring the tourists down. After the incident, he apologised immediately to the tour group but some people didn't understand why he had broken his own rules. Marcus said he was willing to bow down on the floor in apology. As for the photographs, the tourists asked him to put his arms around them and kiss their cheeks to make souvenir pictures because they were very impressed with his guiding.

Marcus pointed out that if he had been disrespectful, his tour guide card would have been confiscated and he may even have been reported to the local police. Toto explained that Doi Suthep temple is a historical place of religious pilgrimage for tourists in Thailand; he thought that the content of the photographs was totally inappropriate in such a location. He continued: "In every archaeological site, there are signs that ban climbing and neither tourists nor guides should break the rules. As for the photographs, it is unethical for a tour guide to get too close to the guests". Most of the tour guides who had seen Marcus' behaviour agreed with Toto. Also, Ann said: "I don't believe that Marcus has an excuse. Although the tourists from his group had

broken the rules, he should not have compounded the situation". In the past, Ann had also warned tourists about the dress code in the temple. Mr. Chart said that, because of the press and online media attention, the incident had damaged the reputation of the local tour guides.

### **Case study 2: The Dishonest Tour Guide**

Note: This case study is adapted from a true story

(See <https://www.thairath.co.th/news/local/482395>)

A group of tourists (comprising 36 adults and 4 children) from Kunming, China were visiting Koh Samui Island in Thailand. They had travelled to Thailand from China two days earlier having purchased an all-inclusive package tour with luxurious accommodation at the Koh Beach Resort; they had paid Love Island Travel company 3500 yuan (about 500 USD) per person for a week's holiday which they considered to be extremely good value. The cost included the services of a Chinese tour guide who would accompany them throughout. The guide was a young female who introduced herself as Ms Molly Wu.

Two days after their arrival, Ms Wu informed them that there had been a price increase in the cost of the holiday and that they must pay an additional 1400 yuan (about 200 USD) per person otherwise they would not be able to return to China. Mrs. Li Na, one of the Chinese tourists loudly shouted her objection. She and her friends refused to pay because they had bought a package tour for a flat rate and there was no reason to pay any extra; however, she found out that 20 of the group had already paid the tour guide because they were afraid of subsequent problems and they wanted to enjoy the rest of their holiday. Mrs. Li Na continued to complain that they were being exploited and she asked Ms Wu to return the money to those people who had paid the extra charge, but she refused.

Later that evening the tour guide could not be found. She had disappeared having collected a total sum of 28,000 yuan (about 8000 USD) from 20 of the tour group. The tourists were left alone on the island. The next day, they reported the incident to the local police and Ms. Apinya Saeli, a representative from the Love Island Travel company in Bangkok arrived at the hotel. She said that Ms Wu had been a reliable tour guide in the past and Ms Saeli was not aware of any reason why she should take the money.

Following the incident, all attempts to contact Ms Wu failed; however, the company did reimburse the 20 people who had paid the requested excess and took good care of the group

until their return to China. The police said that the blame must rest with Love Island Travel for employing Ms Wu and the company was instructed to revoke her tourist guide licence immediately. If they had employed an unlicensed guide, Love Island Travel would be prosecuted. If a company employs an illegal guide, the police could follow up the case with a potential arrest and prosecution because such activity would have a strong negative impact on the image of Thai tourism.

It was reported subsequently that this extortion of money from tourists was not an isolated incident. For example, Chinese tour companies take tourists to Thailand, and more recently Cambodia and Vietnam, on very cheap tours. The visitors are taken to Chinese-owned specialised outlets and coerced into purchasing overpriced goods with the tour guide, driver or travel organiser receiving up to 90% commission on all the sales - known as a 'Zero-Dollar Tour'; the retailers' profits may be diverted back to China, avoiding currency exchange fees (Khidhir, 2019). If the tourist does not buy anything, the guide may ask for additional fees or threaten to restrict their subsequent activity in some way; however, Chinese tourists are becoming more savvy and sophisticated, tending to make independent travel arrangements (Khidhir, 2019). Sometimes the tour guides do not benefit from Zero-Dollar Tours; in fact, they may be put under extreme pressure by the package tour organisers, who sometimes fake contracts to avoid government inspection. They continue with this practice so that the tour guides neither have choices nor bargaining power; in consequence, tour guides who are treated unfairly may experience role conflict (Wang, 2020).

In both cases 1 & 2, the tour guides behaved inappropriately and tarnished the image of Thai tourism. It is clear that ethical behaviour of qualified tour guides is paramount to protect the international reputation of tourism countries and companies (Mancini, 2001).

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### **Questions and Activities**

1. What is your opinion of the ethical issues raised in each of the cases?
2. If you were a tourist, how would you react in these situations?
3. Divide into two groups, take roles, discuss, and then re-enact each of the situations in a teaching/training session.
4. What recommendations would you make to encourage a local tour guide to behave ethically in dealing with the needs of international tourists?
5. In your opinion, what are the desirable characteristics of a tour guide (for example in relation to personality, knowledge, human relations, attitude etc. and ethical perspectives (for example, behaviour, manners, honesty, responsibility, attention to duty, service etc.?)
6. Draft an outline for an ethics training programme for tour guides.

## **Rapid Economic Recovery after Epidemics: Considerations for Sustainable Tourism Development**

**by Trung Nhat Tran**

The tourism industry has attracted increasing attention from various countries in which it has developed as a key economic contributor (World Travel & Tourism Council, 2019). As countries increasingly invest in smart tourism and transport systems, it is more convenient for tourists to visit and travel round their own and other countries (OECD, 2016). As such, some popular and some new destinations have focused on further developing their array of recreational activities, art and wildlife to create the highlights that attract tourism (cf. Vengesayi, Mavondo & Reisinger, 2009). In 2015, the tourism industry in Europe accounted for about 51% of the global tourism market share, attributed predominantly to international tourism; however, in the Asia-Pacific region the tourism industry was predicted to have a breakthrough with the highest growth potential between 2016 and 2025 due to its ‘strengthening economy, rise in disposable income and increasing infrastructural developments’ (Research Nester, 2020, p.1). In 2019, the global tourism industry accounted for 10.4% of GDP (World Travel & Tourism Council, 2019) and on April 8 2020, the predicted 3.9% year-on-year growth index, leading to growth in tourist exports, was expected to increase to US\$11,382 Billion (10.6% of GDP) by 2025 (Research Nestor, 2020).

Vietnam is one of the countries in the Asian bloc with strong tourism development potential. In 2016 the aim of a national conference, organised by The Vietnam Ministry of Culture, Sports and Tourism, was to promote and develop tourism into a ‘spearhead economic’ sector (Vietnam National Administration of Tourism, 2016). The aim was achieved, stimulated by a boom period in 2017 with 12.9 million international visitor arrivals - a rise of 29% in 12 months (RedStone, 2020) – and there were numerous positive impacts on its socio-economy (Khuong & Ha, 2014; Oemeja, 2020). Vietnam was perceived as a country with very high potential for international tourist growth. The government aimed to increase the contribution of tourism to Vietnam’s GDP by over 10% by 2025, accounting for over six million direct and indirect jobs as reported by Das (2019). However, although Vietnam had a record high number of visitors in January 2020 (n=1,994,125), an increase of 23% on January 2019 with the majority coming from Asian countries, by June 2020 a record low (n=8,784) was reached (CEIC, 2020).

The COVID-19 pandemic of 2020 had a drastic effects on the global economy. In consequence of the outbreak the tourism world seemed to freeze, with most countries being forced into lockdown to ensure the safety of their citizens. In consequence, the global tourism industry was impacted critically due to enforced travel restrictions and consequent cancellations, supplemented by a reduced demand for travel due to consumer safety fears. According to The United Nations World Tourism Organisation (2020), the global international tourist arrival numbers could fall by 60-80% in 2020, amounting to 67 million pax with a corresponding US\$80 billion in receipts (exports from tourism), with the greatest negative impact being in the Asia-Pacific region. Many hotels worldwide in addition to transportation and travel companies have had to close, either due to regulations or lack of customers. Some of them are struggling to survive whilst others have gone out of business. Furthermore airlines had to cancel flights, drastically curtail schedules and lay off staff while tourist attractions and leisure facilities have also been forced to close (OECD, 2020); Vietnam's tourism industry seemed to be paralysed by the pandemic.

The incidence and global spread of COVID-19 proved very difficult to control. Predictions of its ultimate effect on individual countries did not appear to be possible; however, every country devised, and updated continuously, its own strategy for economic recovery and revival. More specifically, as a key global economic contributor, it was considered to be imperative that the tourism industry was revitalised quickly not only to support businesses, but also to respond to the needs of business travellers and those tourists who were keen to resume travelling. In May, Kiesnoski (2020) predicted that leisure travel would recommence with car trips close to home in favour of international flights and that visitors would prefer self-catering to hotel accommodation. In September 2020, the Vietnamese Tourism Advisory Board (TAB, 2020) conducted a survey to establish domestic tourism trends during autumn 2020. The results indicated that over 40% of respondents would be ready to travel during the next three months and a further 20% during December 2020; 56% claimed that a safe destination was the main influence on their travel decision. The majority planned to travel with family or friends, opting for a short trip of 2-5 days and travelling by plane to visit famous Vietnamese destinations.

Based on the survey findings (TAB, 2020), The General Department of Tourism, local authorities and tourism businesses expected domestic tourism to be stimulated given the successful control of COVID 19. Two key criteria, "Safe" and "Attractive", were considered imperative in order to stimulate consumer confidence in domestic tourism and to create a

recovery momentum for the tourism industry. Clearly, Vietnam wanted to regain the lucrative and powerful position it held in the global tourism market prior to COVID-19, therefore, with some negative consequences, in April 2020 the country advertised itself as a 'safe haven' in an attempt to attract international tourists back to Vietnam; although the Prime Minister said he would put the health of his citizens above economic concerns, he appeared to be taking advantage of the global pandemic to promote tourism (La et al., 2020); in this context, Son Doong cave was cited as one of the major highlights (Oxalis Adventure, 2020).

Son Doong cave is the biggest natural cave in the world; it is located in Phong Nha-Ke Bang National Park, Quang Binh Province, Vietnam (Oxalis Adventure, 2020). It has two dolines (sinkholes) through which natural light shines, supporting dense prehistoric vegetation and a tropical rainforest in the base of the cave (Bisharat, 2018). Moreover, it is famed for its wildlife and jade stone or cave pearls, in the form of spherical, flat or ovoid stones created by calcium drops from the stalactites and often found in terraced fields (Nhandan Online, 2019; Oxalis Adventure, 2020). Many famous international newspapers, including The New York Times, publicised this cave as one of the top global visitor destinations and one of the most beautiful places worldwide (Nhandan online, 2019). Therefore, the tourism development potential for Son Doong cave is huge; it is especially attractive to international visitors because it is so spectacular and holds the world record for its size. Therefore, the Vietnamese government wants to devise specific plans to promote and implement appropriate marketing strategies to attract large numbers of international visitors, so supporting Vietnam's tourism industry.

In fact, the cave was discovered in 1990 but it was not explored fully until 2009 (Nhandan Online, 2019), after which many strategies to make money by developing it as a mass tourism attraction were put forward such as, in 2014, building a cable car inside the cave; however, many experts spoke out against this idea due to its potential adverse effect on the environment (Bisharat, 2018; Rosen, 2014). The culmination was a campaign "Save Son Doong" in an attempt to stop this cable car project and to prevent mass tourist exploitation of the cave (Tuoitrenews, 2018). In spite of the efforts of the environmentalists, building a cable car through the Son Doong cave remained a proposal (Bisharat, 2018), although the opponents of the scheme did manage to force the investors to revamp their plans and the newly built cable car does not run into the cave. It only takes tourists to within 3.5 km of the entrance to the cave (Tuoitrenews, 2018). By 2018, Oxalis Adventure Tours held the only tourism entry permit to the cave, with in excess of 800 people per year paying up to \$3,000 per person in 2018 for a four day trip

(Bisharat, 2018). Following the pandemic, the price of the tours was reduced by 20% and a variety of visitor options were put on sale (Oxalis Adventure, 2020). There are claims that the international tourism industry in Vietnam will flourish again in 2021 with the fastest recovery taking place by mid-2022 (Ha, 2020).

Although Weaver (2006) maintained that sustainable tourism has no positive impact on the economy, Loan (2020) reported that, in Vietnam, tourism development objectives should be harmonised with socio-economic development goals, in part through planning, to attract investment in sustainable development. It has been mooted that the conservation of Son Doong depends mainly on the Vietnamese per se, including domestic tourists, local authorities and local people, so tourism managers and developers need to be very alert to environmental concerns in the context of sustainability and in line with potential immediate and long term benefits and costs (Tu, 2020). The question is raised: To what extent is the conservation of Soo Doong's structure, flora and fauna compatible with its development as a money-spinning mass tourism product?

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### **Questions and Activities**

1. What do you consider to be the environmental and visitor advantages and disadvantages following the construction of the cable cars? Justify your response.
2. Consider and exemplify the real and/or potential benefits and/or harm generated by tourism projects that impact natural structures/formations in a country with which you are familiar.
3. Advise the Vietnamese government regarding some of the sustainability, health and safety issues that they should consider when encouraging and promoting domestic and international cave tourism following the 2020 pandemic.
4. Select a country other than Vietnam, choose a natural tourist attraction that has been accused in the popular press/media of environmental exploitation, research the evidence and offer advice to consumers and the administrators of the attraction to promote sustainability.

## **Unexpected Holiday: Visitors or Victims?**

by **Tim Lin**

### **Introduction**

Discrimination may be defined as: 'Treating a person or particular group of people differently, especially in a worse way from the way in which you treat other people, because of their skin colour, sex, sexuality, etc.' (<https://dictionary.cambridge.org/dictionary/english/discrimination>). Discrimination takes place in most countries and studies have shown that this issue causes numerous problems (for example, Chang, 2020; Hudson et al., 2020). If a person is discriminated against, s/he is subjected to negative attitudes from others; unfortunately, evidence is indicative of numerous cases in the international tourism industry.

Racial discrimination has been reported in relation to African Americans who have been treated unequally in favour of white Americans and insulted verbally when they engage in tourism activities (Douglass, 2018; Phillips, 2018). This issue is of particular concern as the proportion of African Americans is growing rapidly in the tourism industry (Hudson et al., 2020). Furthermore, perhaps due to the misleading reports in the media and comments by world leaders on COVID-19, Asians appear to have suffered unfair treatment and racial discrimination when travelling (Cheung, Feng & Deng, 2020; Zheng, Goh & Wen, 2020). The latter pointed out that such discrimination could impact negatively on the mental health of Chinese tourists, resulting in stress and anxiety. Also, incidents of racial discrimination at tourist sites have been found, reducing potential visitors' willingness to travel to the destination in the future (Hudson et al., 2020). If discrimination is apparent during a trip, visitors' loyalty to the destination is reduced (Jamaludin et al., 2018).

### **The Case**

Guangzhou, in China, has attracted large numbers of international immigrants due to its recent sustained and rapid economic growth (Maimaitijiang et al., 2019). According to the city government of Guangzhou, at the end of 2019, 86,475 foreigners resided in this city, including 13,652 Africans, the highest proportion of all foreigners (Zheng, 2020). Louis is an African American who has lived in Shanghai and worked in the banking industry. Louis decided to travel

to Guangzhou with his colleague, Colin, who is also an African American. The friends booked a hotel in advance online, then they took the high-speed railway from Shanghai to Guangzhou. When Louis and Colin arrived in Guangzhou, they decided to go sightseeing in the city prior to checking into the hotel. As they deposited their luggage in coin lockers at the station, they became aware that a gathering crowd was staring at them. At first, they thought it was because their skin colour had made the group curious, but they noticed that some people were purposely avoiding them. Feeling very uncomfortable, they hurried away from the station immediately. To relax and to cheer themselves up, they decided to have lunch in a well-known, high-end Chinese restaurant. Because it was noon there was a long queue; all of the diners were required to wear masks and to have their temperatures taken before entering the establishment. Louis and Colin joined the queue and waited for about 20 minutes. When they reached the front of the queue, the restaurant maître d'hôtel informed them that, currently, Black people were not permitted to access the restaurant. The two men could not believe what they were hearing so they requested an explanation. On turning around, they realised that everyone in the queue was watching them with unfriendly gazes; some people even began to make derogatory and insulting comments regarding Black people.

Louis and Colin felt both furious and depressed; they decided to go directly to the hotel, even although the check-in time was not until three p.m. On the way to the hotel, following the two racial discrimination incidents, they discussed their discomfort associated with the hostile situation and decided to stay for just one night, then return to Shanghai by train early the next morning. The hotel, which they had booked online, turned out to be a local business hotel. On arrival, they felt happier because they had reached a comparatively safe haven; however, when they entered the hotel lobby, the receptionist looked up with a shocked expression; she told them that Black people were not allowed to enter the hotel. 'I have made a reservation on the Internet and I have already paid for the room', said Louis; you accepted my booking and took my money from my account, so I have the right to stay in the room. He continued: 'Please ask your manager to explain why we cannot check-in'.

They had to wait outside the hotel for about 30 minutes for the hotel manager, who informed them that the local government had just announced that the Africans in Guangdong City were in a high-risk group for spreading COVID-19. To protect the health and safety of other hotel customers, the manager had to refuse to let them stay. Louis and Colin could not believe what they had experienced on that day in May 2020. Although the local government had already

declared that, in spite of the possible risk, there should be no racial discrimination in Guangdong, many local residents and business managers believed the online rumour that Africans in the city were spreading the virus. Clearly, the hotel manager was also misinformed. The local people were not welcoming, as had been usual, to Black people visiting the city; instead, they were being treated with suspicion. Following this experience, Louis and Colin felt very sad and extremely disappointed; they had no intention of visiting Guangdong ever again. They immediately took the high-speed railway and left the city. Later that month, they searched online and realised that other Black people had also suffered racial discrimination in Guangzhou during the COVID-19 outbreak.

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***Questions and Activities***

1. If you were the hotel manager, what action would you have taken on this occasion?  
Justify your response.
2. Are there any circumstances in which it is ethical for hotel and tourism service providers to refuse to provide service to certain ethnic groups? Why? Why not?
3. Draft an anti-discrimination policy for hotel and tourism service providers for hosting international guests.

# **Injustice in the Workplace: Sexual Harassment and Bullying of Women in the Hospitality and Tourism Industry**

by **Emmanuel Kwame Opoku**

## **Introduction**

Studies as early as 1980 revealed that bullying preceded unacceptable behaviours such as sexual harassment, violence, and ultimately workplace homicide in order of occurrence within the workplace (cf. Cooper, Hoel & Faragher, 2004; Tepper, Duffy, & Shaw, 2001). Bullying has been defined in several ways based on socio-cultural differences, for example: ‘the systematic mistreatment of a subordinate, a colleague, or a superior, which if continued, may cause severe social, psychological and psychosomatic problems in the victim’ (Einarsen, Hoel, Zapf, & Cooper, 2003, p.3). Some of the effects of workplace bullying include stress, emotional and psychological problems. Ultimately, such issues can affect service quality and work output in addition to the individual’s health and wellbeing (Hsu, Liu & Tsaur, 2019; Kitterlin, Tanke & Stevens, 2016; Rai & Agarwal, 2018).

Lippel (2010) noted that anti-bullying laws preceded legislation on anti-discrimination harassment in some countries such as France; however, this situation was quite different from that in the United States of America (USA) and Australia where anti-discrimination legislation preceded anti-bullying legislation. Milczarek (2010) maintained that bullying may be used interchangeably with harassment; significantly, harassment was used in this context as an aspect of bullying with an emphasis on discrimination. Furthermore, studies done in the hospitality and tourism (H&T) industry show that behaviours which are classified as bullying at the workplace include sexual harassment, unreasonable workload and ignored opinions (for example, Kitterlin et al, 2016). Cheung, Baum and Hsueh (2018, p. 1470) defined sexual harassment as ‘behaviour that ranges from sexually suggestive remarks to sexual assaults’. Although legislation on sexual harassment appears to be more comprehensive than bullying legislation (Ram, 2018), there is an avalanche of research that suggests bullying is more prevalent than sexual harassment (for example, Giaccone, Di Nunzio & Associazione Bruno Trentin, 2015; Ford, 2020; Milezarek, 2010). Comprehensive evidence suggests that legislative enactments are not a panacea to bullying and sexual harassment in the workplace (Ram, 2018).

### **Bullying and Sexual Harassment in the Hospitality and Tourism Industry**

People in H&T industry workplaces, including managers, employees and guests, may be subjected to mistreatment by others (Ram, 2018). According to Milczarek (2010), in the previous 12 months, 4% and 8% of tourism sector employees were victims of bullying and sexual harassment (BSH); comparatively, the situation was lower in other sectors, i.e. 2% and 5% respectively. Based on a sample of 2125 hospitality professionals, abstracted from the European Working Conditions Survey (Eurofound, 2012) which conducted 43,816 interviews in 34 countries across Europe, Ariza-Montes, Arjona-Fuentes, Law, & Han (2017) found a BSH prevalence rate of 5.6% among hospitality employees. Furthermore, they identified significant variation across countries, possibly linked to cultural characteristics and societal changes. Following a hospitality industry survey by the union, UNITE (<https://unitetheunion.org/>), it was reported that the situation had exploded with 89% of the respondents having experienced sexual harassment in the workplace, of whom 56.3% claimed to have been harassed by guests and 22.7% by managers (Topping, 2018).

Kauppinen and Tuomola (2008) claimed that females were more prone to experience bullying and intimidation than their male counterparts, with part-time female employees and trainees being particularly susceptible to sexual harassment (Mathisen, Einarsen & Mykletun, 2008; Poulston, 2008). In fact, Worsfold and McCann (2000) claimed that tolerance of sexual harassment was a prerequisite for workers in the H&T industry, suggesting that people who are tolerant of unacceptable social behaviour, such as BSH, may not be averse to working in the hospitality sector. Different perspectives on bullying in terms of gender have been noticed; men are more likely to bully their fellow men and women are more likely to bully their fellow women (The Workplace Bullying & Trauma Institute, 2005); however, both male and female employees within the hospitality industry have become victims of bullying and sexual harassment (BSH), often from their male counterparts (Ineson, Yap & Whiting, 2013).

### **Causes of Bullying and Sexual Harassment in the Hospitality and Tourism Industry**

In his extensive review of the literature, Ram (2018) attributes BSH to three causes: organisational (emanating from the structure and nature of H&T employment); leadership/managerial; and informal workplace practices. Studies have shown that bullying in the food and beverage (F&B) sector is traceable to factors such as an unappealing working environment (especially in the kitchen), meagre employee wages, unhealthy working hours and work overload, perhaps exacerbated by divergent interests and different opinions between front

and back of house workers (for example, Giousmpasoglou, Marinakou & Cooper, 2018; Kim, Roh, Kim & Spralls, 2020; Mathisen et al., 2008). It has been observed that the H&T industry workforce constitutes predominantly young people, especially females and minorities, who are vulnerable to BSH due to their low incomes and high dependency on managers and supervisors (Ram, 2018). This status quo perpetuates the abuse of power, especially in the kitchen and service areas, both by senior colleagues and guests (Guerrier & Adib, 2000; Ram, 2018). Nevertheless, Alexander, MacLaren, O’Gorman, Taheri, & Bourkel (2012) contended that BSH may be acceptable in kitchen management as it enables social integration and underpins the need for perfection so leading to high performing teams. In contrast, BSH is perceived to be an indicator of defective leadership and management in the workplace (Aslan & Kozak, 2012; Bentley et al., 2012), suggesting that effective management practices should curtail BSH in the workplace. If employees are victims of BSH from guests, it may be indicative of defective service management (cf. Aslan & Kozak, 2012) and lack of awareness on the part of management (Kensbock, Bailey, Jennings, & Patiar, 2015; Mkono, 2010).

BSH experiences have been attributed to the atmosphere, sexual connotations of the environment and the requisite working dress code in certain hospitality service outlets, all of which may lead to sexual advances or innuendos with employees becoming victims of sexual harassment (See <https://www.barandrestaurantcoach.com/sexual-harassment-policy-hospitality/>). It might be argued that tolerance of aggressive behaviour is the norm within the service sector due to informal practices, for example, service delivery employees being entreated to obeying guests’ wishes (the customer is always right norm) and accommodating guests’ offensive attitudes, as well as abusive tendencies (Harris & Reynolds, 2004). Such practices tend to trigger, and in turn normalise, the acceptance of BSH in the workplace (Alexander et al., 2012; Mkono, 2010), including the acceptance of sexual harassment from guests (Mkono, 2010; Poulston, 2008). Aslan & Kozak (2012) identified a power imbalance between host and guest with an overemphasis on satisfying guests culminating in BSH of operational (low status) workers by customers. Moreover, the abuse of alcoholic beverages by guests or senior staff could exacerbate the prevalence of this phenomenon in the hospitality sector.

### **Impacts of Bullying and Sexual Harassment on the Hospitality and Tourism Industry**

BSH, especially if it is linked to guest complaints, can impact on both victims and witnesses (Ram, 2018). It can affect employees in numerous ways including emotional exhaustion, pessimism, stress and interpersonal relations, which may be precursors of reduced commitment, job dissatisfaction, lower work standards and output, employment insecurity, reduced promotional opportunities, absenteeism and resignation (Bohle, Knox, Noone, Mc Namara, Rafalski, & Quinlan, 2017; Karatepe, Yorganci, & Haktanir, 2009; Mathisen et al., 2008; Ram, 2018; Theocharous & Philaretous, 2009); the latter authors cited women as being particularly vulnerable in this context. BSH has been found to create a sexualised and unattractive image for hotels (Guerrier & Adib, 2000; Poulston, 2008; Robinson, 2008); it has been associated negatively with creativity (Mathisen et al., 2008) and claimed to have a negative influence on the organisational climate (Bentley et al., 2012). In consequence, the impact of BSH at the organisational level might result in poor industrial and public relations which can have far-reaching effects not only on major stakeholders but also on organisations and the H&T industry as a whole regarding image, reputation and attractiveness (Hoel & Einarsen, 2003; Ram, 2018).

### **Counteracting Hospitality and Tourism Workplace Bullying and Sexual Harassment**

Ariza-Montes et al (2015) demonstrated that BSH was caused mainly by personal and organisational factors and suggest that it may be counteracted by a supportive environment and making adjustments to working conditions including communication, induction, training, supervision, empowerment and promoting regulatory awareness (Bohle et al. 2017). In hotels, Hsu, Liu and Tsaur (2019) found organisational justice (fair treatment of employees) had a significant moderating effect on the relationship between the well-being of employees and workplace bullying. When dealing with BSH, employees should be educated to use positive, proactive and work-oriented coping strategies as opposed to negative emotional or avoidance coping (Jung & Yoon, 2018) whilst Kim et al. (2020) noted that temporary employees were inclined to use relatively passive avoidance strategies in contrast with their 'regular' counterparts.

### **The Case**

Employment is a major concern in Ghana and the H&T industry is not an exception. For instance, the unemployment rate in Ghana for 2019 was nearly 6.78% which is above the worldwide unemployment rate of 4.94% (Plecher, 2020). Consequently, on completion of their studies, most graduates find it difficult if not impossible to find meaningful employment. This situation has resulted in female graduates who seek employment in hotels being vulnerable to

some hotel owners and managers, who may take advantage of their plight and require such applicants to 'sleep' with them before offering them jobs.

Ms. Priscilla was a young graduate from one of the renowned universities in Ghana; she had applied for work in a 5-star hotel in Accra, the country's capital. She was excited to find an advertisement in the newspaper and she applied immediately. After one week, she received a call from the female secretary and she was invited to attend for an interview. The interview panel comprised the owner of the hotel, the manager and five departmental heads. After two weeks, Ms Priscilla had another call. This time around, she heard the voice of a male who introduced himself as the owner of the hotel. Ms. Priscilla was invited by the owner of the hotel to meet him in the hotel premises concerning her employment application. During the meeting between the owner of the hotel and Ms. Priscilla, an appointment letter detailing her employment offer was shown to her but she was flabbergasted to hear that she could start working under one condition. The owner said: 'You were attractive to me as soon as I set eyes on you. I want you to be my mistress'. After making this statement, the hotel owner tried to sexually harass her. Ms. Priscilla resisted, fled from the office and, ultimately, lost the job opportunity.

Ms. Priscilla made some other applications for hotel employment. Finally she was recruited to employment in a 3-star hotel in Kumasi, which is the second-largest city in Ghana. She was relatively inexperienced in hotel operations so she was attached to the F&B department where she handled food orders and managed the point of sale (POS) of the hotel. Ms. Priscilla was subjected to substantial bullying from her direct supervisor as well as provocative suggestions from other male managers and supervisors. Her manager used offensive words when reprimanding her when she made mistakes and used expressions such as: 'Who taught you at the university? You can't manipulate figures and do simple arithmetic.' 'Did you really obtain a degree from the university that you claim you attended?' Other derogatory remarks followed. Priscilla had to endure this bullying and the verbal attacks from her supervisor daily. In addition to her humiliating experiences, Priscilla also had to deal with verbal abuse and sexual harassment from male guests who visited the hotel. For instance, on one particular day, a drunken male guest started fondling her and touching her buttocks without her consent. She did not want to make a fuss or draw attention to herself but, ultimately, she resisted and reported the case to her supervisor who never approached the guest about his untoward act. The experiences Ms. Priscilla had concerning BSH at these two hotels changed her perspective on the H&T industry. She resigned from the hotel and vowed not to work for any H&T organisation ever again.

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### **Questions and Activities**

1. What are the main reasons that account for widespread BSH in the H&T industry?
2. What measures could be put in place to control the pervasiveness of BSH in the H&T industry?
3. What reasons might account for the inability of legislation to control BSH?
4. What are your perspectives on the scholars (for example, Alexander, MacLaren, O’Gorman, & Taheri, 2012) who assert that violent behaviour (BSH) is an acceptable practice in management?
5. Using a qualitative research approach and employing the purposive sampling technique, prepare six open-ended questions for interviews with people, who have observed bullying in the hospitality sector, about their experiences and opinions. Interview five

people then summarise your findings and present them to your peers/teachers/supervisors/managers in class/a training session.

6. Refer to Jung and Yoon (2018) then take on the role of Ms Priscilla. Either write a comprehensive account of how you would have dealt with the issues that arose regarding her ordeal in the two hotels or, in groups, develop and enact in front of your peers a role play situation involving the other characters in the case.

# **Hiring Practices: The Stigma and Discrimination against People Living with HIV**

by **Kyrie Eleison Muñoz**

## **Introduction**

Human Immunodeficiency Virus or HIV is a global health issue. According to UNAIDS (2019a), in 2018, there were 37.9 million cases of people living with HIV/AIDS (PLWHA) around the world with 1.7 million new infections in that year. UNAIDS (2019a) further reports that the virus is transmitted by means of unprotected sexual intercourse, pregnancy or breastfeeding from mother to infants, blood transfusion or sharing contaminated syringes. Moreover, the organisation confirms that the consequences of HIV can be serious if left untreated as the virus attacks the immune system until such time the person becomes immunodeficient – meaning that the human body can no longer combat infections. Subsequently, PLWHA are susceptible to various diseases and complications including Acquired Immunodeficiency Syndrome (AIDS) which is considered as the extreme and advanced stage of HIV infection. Globally, to date, around 38 million people have died because of complications related to AIDS (UNAIDS, 2019b).

Aside from health implications, PLWHA may be victims of HIV stigma; this stigma places them on a lower level of society because of their health status (Crockett, Kalichman, Kalichman, Cruess, & Katner, 2019). Not only are PLWHA portrayed as ill, but also they may be stereotyped and discriminated against if they disclose their status. Unfortunately, some information in the public domain is focused on false notions on how the virus may be transmitted (Positive Action Foundation Philippines Incorporated, 2015). In consequence, despite it being scientifically established that HIV cannot be passed by mere physical contact, non-PLWHA may maintain distance from PLWHA, preferring not to get physically close to them (Adia et al., 2018). This phenomenon has been transferred into employment practices when pre-employment medical tests require declaration of HIV status, if not an HIV-AIDS blood test (Human Rights Watch, 2018; Yap & Ineson, 2009; Yap & Ineson, 2012). Consequently, some PLWHA were found to have lost jobs or challenged to get placements due to this stigma (Barrington, Acevedo, Donastorg, Perez & Kerrigan, 2017). Furthermore, job opportunities for PLWHA who identify as part of the LGBTQ+ community may be limited further on declaring their status (Munson,

Davies & Barrington, 2020). Clearly, this situation can pose challenges in hiring practices, particularly in the tourism and hospitality businesses whose nature of work requires facing clients on a daily basis.

### **Help Wanted at the Subaso Resorts, Manila**

An international hotel brand has recently closed a management contract with a local company in the Philippines to expand its business chain. This deal will pave the way in penetrating the nouveau riche and upscale market in Manila. Being a global high-end hotel, Subaso Resorts only employs the cream of the crop to ensure that they offer sterling hospitality standards. With these issues in mind, the Board appointed Theresa, a Filipina, as the property's General Manager. She was assigned to assist in building a team that would lead Subaso Resorts Manila to success in their proposed market. Theresa was able to recruit perfect candidates for her management team except for one crucial role – the Director of Sales and Marketing.

One day, Theresa received a letter of intent from Joshua and he seemed ideal to fill the vacancy. He had over 15 years of experience in various industries assuming predominantly a sales function. Joshua graduated at the top of his class and held an MBA degree. He served as a real estate broker and had closed countless deals. Likewise, he had worked in a fast-moving consumer goods company where he was the driving force behind sky-rocketing revenues. Furthermore, he was a licensed financial advisor who had offered life insurance and mutual funds to Manila's finest élite clientele. Prior to his application, Joshua was the Sales and Marketing Manager in a local competitor hotel. Theresa was impressed with his strong background and experience, so she decided to invite him for a formal interview.

On a pleasant Monday morning, Joshua arrived punctually at Theresa's office. They proceeded with the interview and they discussed their common pursuit for the success of Subaso Resorts. Eventually, Joshua was offered the position as expected. He signed off the compensation offer and the employment contract later on the same day then he was informed that his role was probationary with a view to permanent employment after six months, as per company regulations. Due to the urgent need to mobilise the recruitment of sales personnel, Theresa postponed some of the pre-employment requirements for Joshua. Following company protocol, new hires would normally submit documentary requirements such as certificates of employment, training certificates and health certificates. Joshua began his career with Subaso Resorts the following day.

### **Discrimination Based on HIV Status and Gender Identity**

After six months, management became impressed with the Sales and Marketing team as they were persistently hitting sales quotas; the team was also delighted with the exemplary leadership Joshua had shown. In fact, he made close relationships with both the rank and file employees as well as his fellow executives while his contribution helped to make the opening of Subaso Resorts Manila seamless and fruitful. After six months, Joshua was due to be reviewed for appointment on a permanent basis. In order to formalise his position, company policy required an appraisal based on key performance criteria and results in addition to peer evaluation. With Joshua's record of success, he was confident that he would be given tenure in the organisation. However, Theresa noticed that Joshua had yet to submit a health certificate, which was a pre-employment requirement which she had overlooked. Joshua proceeded to the company-referred hospital for the prescribed medical check-up. After conducting all necessary tests, the doctor informed him that his results would be forwarded to their company's head office.

The following week, Theresa called Joshua to her office, informing him that she wished to discuss some matters privately. She advised Joshua that he would have to wear a face mask. Upon arriving in the office, Joshua saw that the chair on which he was required to sit was as far away as possible for Theresa. She informed Joshua that she had received his health report and that he was HIV positive. Things turned sour as Theresa began showing her emotions on how she felt betrayed. She accused Joshua of concealing his HIV status on purpose. She even questioned his sexuality and the need for him to be open about everything. Theresa uttered that "being gay is okay but a gay with HIV has no place in my property." Joshua was caught off guard. He argued that he did not feel the need to disclose anything since neither his sexuality nor his HIV status was relevant in his line of work as long as he was doing his job properly. Theresa dismissed the conversation and handed him his appraisal. The document read:

*"Thank you for showing your dedication with Subaso Resorts Manila for the past six months. The company will forever be indebted to you for your remarkable contributions and that is why it is with deep regret, I must inform you that we cannot offer you a permanent position for the time being. The Board has decided that you are culturally unfit for this organisation, nonetheless, we are very thankful for the time you have spent with us. We wish you luck in your future endeavour."*

On his 130<sup>th</sup> day, Joshua was terminated. He was devastated with the situation because this job had enabled him to financially sustain his HIV medication. Theresa then informed the Departmental Heads that every member of the Sales and Marketing department must have mandatory HIV-AIDS screening and there should be immediate disinfection of the entire property. Joshua consulted legal experts and is pursuing legal action against Subaso Resorts Manila for discrimination.

### **Disclosure of HIV Status**

In terms of HIV infection, the Philippines is the fastest rate in the Asia-Pacific region (Human Rights Watch, 2018). According to the same agency, there was an exponential growth of 83% in new cases in the last five years while the Senate Economic Planning Office (2018) pointed out that cases in the country are concentrated on men having sex with men. This situation is reflected in an alarming health concern which shows urgency in combatting the infection and mitigating transmission (Department of Health, n.d.); however, barriers due to stigma and discrimination remain at the forefront especially in hiring practices (Human Rights Watch, 2018). Based on existing statutes, protection against mandatory disclosure of HIV status and discrimination against PLWHA are guaranteed under Republic Act 11166 of the Philippine HIV and AIDS Policy Act of 2018. According to a report by Zuniga & Chan (2019) this law emphasises confidentiality, non-discriminatory practices and non-compulsory HIV testing as part of pre- and post- employment. In fact, the law criminalises offenders with penalties resulting in imprisonment and fines. This jurisprudence is notwithstanding the regulations and orders from the Philippine Department of Labour and Employment with regard to hiring practices which foster discrimination

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### **Questions and Activities**

1. Discuss the background and experience of Joshua. What were the indicators that show he is or is not a suitable candidate for the position?
2. Evaluate Joshua's performance with Subaso Resorts for the past six months. Do you think his performance warrants a tenure with the organisation? Why or why not?
3. Why do you think Joshua did not disclose his HIV status, sexual orientation & gender identity during his stay with the company? Discuss the ethical implications regarding the disclosure of these issues.

4. To what extent do you think Theresa's reactions were ethical?
5. What alternative could Theresa and senior management have done aside from terminating Joshua?
6. Review and compare the hiring policy of Subaso Resorts and other existing hospitality company with regard to employing PLWHA.
7. Devise a process flow chart or protocol on how Subaso Resorts Manila can streamline an objective and fair talent recruitment, performance appraisal, and similar workplace policies to reduce discrimination and comply with statutory requirements on PLWHA.

**Recommended Reading**

Adia, A. C., Bermudez, A. N. C., Callahan, M. W., Hernandez, L. I., Imperial, R. H., & Operario, D. (2018). "An Evil Lurking Behind You": Drivers, Experiences, and Consequences of HIV-Related Stigma Among Men Who Have Sex With Men With HIV in Manila, Philippines. *AIDS Education and Prevention*, 30(4), 322-334.

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# Space Tourism: The Dark Skies of Unknown Perils

by Sam Yuan Permadi

## Introduction

The verisimilitude of space tourism is shifting towards reality (Crouch, 2001) as it has been contended to become an advancement in terms of spacefaring technology and tourism economy (Spector & Higham, 2019; Spector, Higham & Doering, 2017). Ashford (1990) predicted that the future, space travel and space hotels may possibly become major players in the tourism industry and yield significant revenue in contrast with the existing commercial use of space. As a fledgling industry, space tourism may be perceived as a potential propeller of economic development with its ability to draw diverse ventures to join and invest in the market and to curtail the cost of commercial space utilisation (Reddy, Nica & Wilkes, 2012; Space Venture Investors, 2020); notwithstanding the COVID-19 pandemic, space tourism is expected very soon to escort tourists into suborbital destinations (Manber, 2020). Space entices adventurous tourists with unparalleled activities such as a thrilling cockpit experience during launch, with a grand view of curved earth in the dark sky and the strange sensation of the weightless effect of microgravity (Suhartanto, Brien, Primiana, Wibisono, & Triyuni, 2019). Interviews with past and prospective space tourists revealed hedonic (thrill-seeking; risk-taking), eudemonic (challenge; curiosity; spiritual; nostalgia) and extrinsic (distinction; desire to help others) motivation (Laing & Frost, 2019). Consequently, numerous advanced companies that are focusing on space tourism have been striving to innovate space vehicles to transport tourists into their eventual intergalactic hotel (Revfine.com, 2020; Stimac, 2020; Webber, 2019).

Tracing back in history to 1954, the very first concept of a space holiday trip was introduced by the renowned Thomas Cook travel agency under the name of “Moon Register”. Even without any advertisement, approximately 1,000 people registered for this trip (Eilingsfeld & Abitzsch, 1993). However, this programme was never realised for undisclosed reasons. Since 1961, when the first time a human being travelled into space, there have been only obscure lists of between approximately 500 to 800 persons launched into space; only eight of that group were categorised as tourists (Didyouknow, 2020; Holmes, 2018; Malik, 2011). Despite the popularity and the euphoria of tourist mass toward space tourism, the existing portfolio of space tourism and travel

are still doubted to be sufficient to mature this callow industry (Forganni, 2017; Lane, & Young, 2011; Marsh, 2006).

### **Ethical Issues and Challenges**

Since 2009, there have been no tourist space flights, possibly because 3% of the rocket launches between 1994 and 2004 failed (Launius & Jenkins, 2006), compounded by the dreadful demise of US Columbia in 2003 (Hall, 2003); more recently, the spaceship accident in 2014 that took the life of its pilot (BBC, 2014). In addition, history has also witnessed several other fatal tragedies of space flights with more than 20 astronauts being killed to date (Melina, 2011). Such accidents do not bode well for any ambitious space tourism companies or related ventures. Although Van Pelt (2005) had maintained that space travel could not be paralleled to air travel due to its greater risk. Henderson and Tsui (2019) took the view that space tourism was only an additional niche market of the aviation industry. Without extensive research, space tourism and travel remain risky and prone to a heap of unethical issues such as health and safety risks, space contamination, politics, socioeconomic and legal aspects (Vidaurri, 2019).

### **Health and Safety Risks**

Typical tourists have never been exposed to space; it has been accessible only to highly trained astronauts and scientists (Toivonen, 2017). According to Wild (2020), the requirements to be an astronaut include the acquisition of skills such as spacewalking, jet flying, controlling robot arms and the operation of a space station, all of which require two years of intense training. This set of strict requirements was compiled as a foundation programme for astronauts to secure the lives of human beings travelling into extra-terrestrial environments.

Any uncertainty with respect to the terrain and circumstances surrounding a tourism destination could induce enigmatic medical conditions and injuries (Wilks, Walker, Wood, Nicol, & Oldenburg, 1995). When selling products, tourism and travel agencies and businesses must have a risk management plan in place to cover liability; common claims from travel companies are linked to breach of contract, negligence, bodily injury or wrongful death (Takehara & Kaye, 2000). Human physiological changes are inevitable risks yet to be addressed during a spaceflight. NASA has listed studies validating health problems such as space motion sickness, eye-hand coordination, spatial disorientation plus postflight balance and walking (Lane & Young, 2011). Almost 80% of astronauts experienced immediate effects within their first 27 hours of entering space (Hodkinson, Anderton, Posselt, & Fong, 2017). Microgravity (zero-gravity) experiences are

posited as a gem in space tourism's unique selling propositions; these contrasting experiences produce an inseparable double-edged sword that is highly capable of imposing changes to the human body (Henderson & Tsui, 2019; Lane & Young, 2011). Hodkinson et al. (2017) exemplify the potential physiological impacts of space flights on the human body including fluid redistribution, kidney function, balance, deterioration of weightbearing bones and muscles, disorientation, etc.

### **Terrestrial Environment Contamination**

The exploration and expansion of the space environment may be regarded as a natural developing facet of growing industries such as commerce and tourism; however, this development has associated risks that could lead to pollution, degradation, or even eradication of the natural ecosystem of space (Williamson, 2003). Furthermore, there are inherent unknown effects in authorising 'earth-based' objects to enter the space environment, perceived as ethical and practical issues (Miller, 2017). It is rather unlucky to discover that the larger part of hazardous objects in space is debris and leftovers from human-made rockets or satellites (Ashford, 1990)! As tourists have been metaphorically labelled for 'shallowness and contamination' (MacCannell, 1999, p. 94), we must prepare viable countermeasures for protecting the space environment when the mass-space tourism era came to pass. Although different space agencies have tried to develop regulations and standards to prevent space contamination, their regulations have been based generally on outmoded and unjustifiable evaluation (Greenberg & Tufts, 2001). Williamson (2003) listed several space environment aspects, such as earth's orbit, planetary surface and lunar historic exploration sites, in addition to other geological formations and natural planetary features that should be taken into serious consideration in the establishment of space ethics and policies. Eventually these considerations should be applied in the space tourism industry as an absolute obligation, although complete sterilisation of humans, space vehicles and hardware is impossible when travelling from the earth into space (McKay, 2009; Miller, 2017).

### **Space Law**

According to the evidence, tourists are frequently found in dispute with the so-called "law-compliance" companies which are actually devaluing consumers' ethical and moral entitlements (Livingston, 1999). In 1967, the approval of the Agreement on the Rescue of Astronauts surely pacified the astronauts' basic need for safety and well-being but there may be hesitation regarding public discussion of "What would happen?" and "What should we do?" if a tourist

should die in a spaceship crash; nevertheless, as the prospect of space tourism has excited increasing numbers of tourists, any regulations protecting space tourists remains in oblivion. The unavailability of regulating bodies has led to an unconvincing industry regulation; a frail code of ethics within a space tourism company could not coexist as this combination could bring about a potential legal catastrophe (Marsh, 2006). Oduntan (2015) predicted numerous single or compound novel legal situations and crime scenes could emerge in the future with respect to space tourism. Consequently, there is a strong urgency for the establishment of a comprehensive special space tourism law which articulates the clarity between the organising companies and their consumers regarding the legal responsibilities associated with any undesirable mishaps, casualties, incurring risks promulgation, and other disadvantages to any extent of parties bound (Forganni, 2017; de Gouyon Matignon, 2019).

### **Case No. 1**

Budi, an Indonesian tobacco businessman and a young multi-billionaire, decided to establish a space travel agency. He had completed his degree in business college and, although he had no previous experience in the tourism industry, he saw space ventures as an extremely tantalising profitable business. Budi had numerous acquaintances who were working in a space enterprise in the United States (US) of America so he submitted a business proposal for consideration. Since Budi thought that he had abundant financial resources, he was confident that he would acquire his desired business. Unfortunately, due to his underprepared business proposal and lack of relevant background, his endeavour was rejected. The US enterprise suggested that Budi should discuss his proposal with his national Destination Marketing Organisation (DMO) then revise his business plan. Budi took the advice and contacted the local DMO. Unfortunately, for an unknown reason, there is no feedback following his enquiry. After several tries without a positive result, Budi gave up and moved on.

The following year, Budi tried his luck by approaching a space tourism company in China. After a series of pushing and pulling, Budi successfully obtained their cooperation, however, he was challenged intensely regarding the plausibility of his risk management plan and several legal aspects of his proposal. Budi convinced them that he would revise the term of reference as soon as possible. As a young, cunning yet charming entrepreneur, he completed his mission and signed the contract with his new Chinese partners. Within one month, Budi's space travel agency has enlisted in excess of 450 prospective space tourists from different South-East Asian countries. This number was a major achievement for his business as the spaceflight fare was

extremely expensive and only suitable for rich, lavish excursionists. However, Budi had not made many improvements to his company's code of ethics and legal aspects, leaving all of his customers' safety and protection rights insecure. Moreover, within the agreement contract, there were no details mentioning potential varying degrees of risk that might be incurred nor any documented procedural limitations and restrictions.

### **Case No. 2**

The Patels, an Indian nuclear family, were ready to be blasted off into orbit from NASA's Kennedy Space Center, Florida. Previously, Mr. Patel had purchased a family space trip package from a start-up space tourism enterprise called Grand Luna. He was accompanied by Mrs. Patel, Anushka (daughter, 22-years old) and Viraj (son, 16-years old); they were destined to become one of the luckiest tourist groups travelling to space as a family. They would be visiting the International Space Station (ISS) then transferred into a space hotel to enjoy their stay for seven days. The Patels were accompanied by 12 persons including four individual tourists, four service crew and four astronauts.

The Patels donned their spacesuits and were seated and strapped in 2.5 hours prior to blast off. Following countdown the rocket fired off, reaching 18,000 miles per hour. Unfortunately the rocket experienced a rough launch due to some technical issues combined with the extreme speed of travel. Consequently, during take-off, Viraj experienced daytime accidental urination; he had to suffer in his soaked space suit for 19 hours until they reached the ISS docking port. Upon arrival at the ISS, Viraj felt extremely embarrassed as he had to report his problem of a wet spacesuit to the flight commander. Mr. Patel considered this accident to be a humiliating and uncomfortable experience for his teenage son. He was decisive in that he would file a lawsuit on this matter on their return to earth, citing the negligence of the travel company.

On the second day of Patel family's stay at the space hotel, the eight space tourists were gathering in the hotel's recreation area to participate in some group activities. The flight specialist took the lead and conducted microgravity movement games. Anushka, in her excitement at having learned to do a somersault, tried to teach her younger brother. Unfortunately, he somersaulted too close to her and bumped the front of his head on Anushka's nose; his sister immediately lost consciousness. After several hours, Anushka felt fully recovered but she was recommended by one of the spaceship crew to take bed rest until the following day. The very next morning Anushka awoke abruptly, gasping for breath. She could feel a thick liquid clogging

her nose and throat. Following prompt examination, it was evident that Anushka had sustained a posterior nosebleed as a result of the previous day's activities. The flight commander contacted the Earth Control Centre and reported an emergency. Anushka's condition remains unknown until a further medical report is received.

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### **Questions and Activities**

1. What recommendations would you make to Budi if he were to draft a space code of ethics to protect consumer rights?
2. Identify and critically evaluate the negligence on the part of Grand Luna during the Patel Family's space trip. Suggest preventative guidelines and strategies to minimise or eliminate the undesirable occurrences.
3. Research a space tourism company: (i) produce some evidence to demonstrate how they propose to manage the inherent risks associated with space travel; and (ii) review their terms and conditions with respect to ethical issues, noting the strong points and suggest improvements for the weaknesses and/or absences.

**Recommended Reading**

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## **Part 3**

### **Points for Discussion**



## **Part 1 Non-revealed Case Studies**

### **The Intern in Great Trouble** by Tim Lin

#### **Points for Discussion**

- Ideal work rotation for internship
- The role of HRM in managing interns
- The role of the foreign affairs office in handling internship issues

### **The Incident in the Cinema: Service Quality and Attitudes** by Cindy Chu

#### **Points for Discussion**

- The service quality in the cinema
- The attitudes of the cinema employees and the manager

### **Gender Insensitivity and Discrimination in a Restaurant** by Kyrie Eleison Muñoz

#### **Points for Discussion**

- Sexual Orientation and Gender Identity & Expression (SOGIE) in the hospitality and tourism industry
- Transgenders, their preferred use of restrooms; ethical and national legal issues
- Managing discrimination based on SOGIE
- The role of social media in shaping hospitality and tourism guest service

### **Irresponsible YouTube Nerd** by Sam Yuan Permadi

#### **Points for Discussion**

- Impact of national customs and culture on work ethics
- Company policy/regulation regarding internet usage by employees
- Designation of two simultaneous contrasting roles as sub-treasurer and public relations officer
- Work ethics at state-owned-enterprises/government offices in different countries

**Stealing Data from a Company before Quitting the Job**  
by **Trung Nhat Tran**

**Points for Discussion**

- Risks associated with departing stealing information and the potential subsequent effect on the company
- Other risks associated with departing employees whose subsequent conduct may adversely affect the company
- Qualities employers need to consider in their recruits

**Sexual Harassment in the Workplace**  
by **Rattanaporn Dungkam**

**Points for Discussion**

- Sexual harassment in the workplace
- Policies on sexual harassment in the workplace
- Point of view of management on sexual harassment in the workplace

**Living on Espionage**  
by **Emmanuel Kwame Opoku**

**Points for Discussion**

- Role and responsibilities of the human resources manager regarding employees' wellbeing and conduct in a hotel
- Code of conduct for hotel employees
- Rewards and punishment policies for hotel employees
- Training of hotel employees

**Cultural Awareness**  
by **Timara Qonita**

**Points for Discussion**

- Respect for local religious and cultural differences
- Tourist behaviour with respect to local traditions and cultures
- Reactions of local citizens and their tolerance of domestic and foreign tourists' cultural differences in a multicultural location
- Gender discrimination issues

- Perspectives on local Balinese people who welcome the tourists and are still offering hospitality services despite being disrespected

### **Is Zero-dollar Tourism an Ethical Practice?**

by Nandar Aye

#### **Points for Discussion**

- The influence and impact of zero-dollar tourism in other Southeast Asian countries
- Advantages and disadvantages of zero-dollar tourism and its effect on the tourism industry
- Policies and regulations for dealing with zero-dollar tourism

### **Outdoor Activities: Taking a Risk?**

by Nikki Wu

#### **Points for Discussion**

- Risks associated with outdoor activities
- Responsibilities for accidents when on pre-booked package holidays
- Sexual harassment issues
- Perspectives of Asians on holiday

## **Part 2 Revealed Case Studies**

### **Is it a Scam?**

by Timara Qonita

#### **Points for Discussion**

- Level of trust in the suppliers/seller when purchasing products online
- Examples of offline and online scams
- Ethical issues in relation to online scams
- Identification of trustworthy online suppliers

100 Points for Discussion

**Tourism in a Protected Area: A Proxy or a Double-edged Sword?**  
by Nandar Aye

**Points for Discussion**

- The stakeholders involved in protected area tourism and their roles in developing protected area tourism
- Tangible and intangible ways in which local communities can assist in conserving protected areas
- Ways in which protected area planning and tourism planning strategies can target sustainable development in Natmataung National Park

**Please Humbly Face the Mountain**  
by Nikki Wu

**Points for Discussion**

- Safety, security and ethical issues regarding finding netizens with whom to climb mountains
- Quality assessment and control of the services of commercial mountaineering companies
- Responsibilities of the team leader in mountaineering
- The attribution of the mountain accident
- Differences between mountaineering in Taiwan and other countries

**Tourists' Lack of Environmental Consideration: The Case of Mount Everest**  
by Cindy Chu

**Points for Discussion**

- Ethical issues associated with Mount Everest as a tourist destination
- Reasons for death on mountains
- Treatment of the dead bodies
- Sustainable tourism issues associated with Mount Everest

**Ethics of Tour Guiding: The Case of Thai Tour Guides**  
by Rattanaporn Dungkam

**Points for Discussion**

- Ethical issues in tour guiding
- The need for ethics training for tour guides

**Rapid Economic Recovery after Epidemics: Considerations for Sustainable Tourism Development**  
by Trung Nhat Tran

**Points for Discussion**

- Global and local sustainable tourism issues
- Examples of exploiting tourism to bring economic benefits to an area
- Suggestions for dealing with the impact of Vietnam's implementation of the proposed plan on local people's understanding of the need for sustainable tourism by ensuring personal benefits without exploitation

**Unexpected Holiday: Visitors or Victims?**  
by Tim Lin

**Points for Discussion**

- UNWTO Global Code of Ethics for Tourism (See <https://www.unwto.org/global-code-of-ethics-for-tourism>)
- Different types of discrimination
- Reasons for discrimination
- The guests' perspectives
- The manager's perspective
- Misleading reports and fake news

**Injustice in the Workplace: Sexual Harassment and Bullying of Women in the Hospitality and Tourism Industry**  
by Emmanuel Kwame Opoku

**Points for Discussion**

- Stakeholders' (Government, Security agencies and the H&T industry) roles in the prevention of BSH
- Formulation and implementation of anti-bullying and sexual harassment policies in the H&T industry
- Effects of BSH on the image of the H&T industry
- Effects of BSH on witnesses and victims

102 *Points for Discussion*

**Hiring Practices: The Stigma and Discrimination against People Living with HIV**  
by Kyrie Eleison Muñoz

**Points for Discussion**

- Impacts of employees and guests living with HIV on the tourism and hospitality industry
- Stigma and discrimination regarding PLWHA in the workplace
- Fairness and objectivity in hiring practices

**Space Tourism: The Dark Skies of Unknown Perils**  
by Sam Yuan Permadi

**Points for Discussion**

- Health, safety, legal and ethical aspects of space tourism and travel
- Space pollution and contamination effects as environmental problems
- The involvement of international and local DMO in space tourism policies and establishment of regulations



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[www.tehnopress.ro](http://www.tehnopress.ro)

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*This book provides students, educators, trainers and industry professionals with interesting, relevant, international case studies that can be used in a variety of courses and/or training sessions. The cases are derived from ethical issues in a range of operational situations and are based on diverse theoretical frameworks, allowing students and trainees to grapple with a multitude of issues related to hospitality and tourism. This collection comprises cases from several different countries, but the topics transcend borders and the details in the cases focus on complex issues that encourage ethical decision-making practices which are meaningful to all those connected to hospitality and tourism education and the industry.*

*The cases are particularly useful for educators and trainers because they are set up to be used by teams or individual students or trainees. For example, each case is accompanied by several questions to address in either a group discussion or written format. Plus, some of the cases are supplemented by recommendations for further readings, with links to websites and videos connected to the issues discussed in the cases, as appropriate. In addition, the authors have offered points of discussion and recommended follow-up activities related to the case topics, making the book a valuable teaching, training, and learning tool.*

**Cynthia S. Deale, Ph.D.**  
**Professor**  
**School of Hospitality Leadership**  
**College of Business**  
**East Carolina University**  
**USA**  
**Past President, ICHRIE**

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