

Instructional Framework

Hospitality Management
52.0900.00



Domain 1: Principles of Hospitality 40-50% Instructional Time	
STANDARD 1.0 EXAMINE THE HOSPITALITY AND TOURISM INDUSTRY	
1.1 Outline the historical development of the industry	<ul style="list-style-type: none"> ● Contributions of Civilizations and Time Periods (Sumerians, Egypt, Greece, Romans, Industrial Revolution, French Revolution, Renaissance, Colonial Times) ● Development of Hospitality Industry (Inns, Grand Hotels, Hotel Standards, Roads, Railroads, cruise ships, ecotourism, Stagecoaches, Airports)
1.2 Review the scope and role of the industry in the state, nationally, and internationally	<ul style="list-style-type: none"> ● Economic Impact of Industry in Arizona, US, and the World (Jobs, taxes, revenue generated)
1.3 Identify key sectors of the industry	<ul style="list-style-type: none"> ● Food and Beverage ● Recreation ● Lodging ● Travel and Tourism ● Event Planning
1.4 Examine organizations that support the industry	<ul style="list-style-type: none"> ● Tourism Bureaus (local, state, national) ● Chamber of Commerce (local, state, national) ● AAA ● American Hotel and Lodging Association ● National Restaurant Association ● Michelin Rating ● Forbes Star Rating
1.5 Evaluate trends in the industry	<ul style="list-style-type: none"> ● Review how current trends guide industry <ul style="list-style-type: none"> ○ Restaurants (food trucks, mobile paying, healthy eating, kiosk, self-ordering menu) ○ Hotels (kiosk, smart rooms, mobile paying, personalized guest services, Internet usage) ○ Technology (online booking/ordering)
1.6 Apply technology as it relates to the industry	<ul style="list-style-type: none"> ● Point of Sales System ● Online Customer Management System ● Kiosks ● Property Management System

	<ul style="list-style-type: none"> ● Internet Booking ● Mobile Paying ● Smart Rooms
1.7 Apply industry terminology	<ul style="list-style-type: none"> ● Industry terminology
1.8 Investigate the value of sustainability in the industry (e.g., electricity, water, waste, recycling)	<ul style="list-style-type: none"> ● Effects on Business Practices (Going Green- Recycling, Energy Saving, Reducing Waste, Solar Panels, Towel usage in hotels) ● Ecotourism, Consumer Awareness Guides Industry (Consumers will prefer or demand more sustainable practices more and more based on their understanding of sustainability practices/issues)
STANDARD 2.0 ANALYZE THE LODGING SECTOR	
2.1 Compare and contrast the classifications of lodging facilities and properties	<ul style="list-style-type: none"> ● Amenities, prices, property type, and services provided for different lodging classifications (hostel, bed and breakfast, motel, hotel, extended stay, resort, luxury, lodges/cabins, budget hotels, conference centers, RV/campgrounds)
2.2 Diagram the organizational structure of a lodging property	<ul style="list-style-type: none"> ● Departments of Hotel structure such as rooms division, front office, front of the house, back of the house, housekeeping, engineering/maintenance, security, marketing, management, food and beverage, human resources, accounting, logistics, purchasing and receiving
2.3 Outline elements of the overall customer experience journey, i.e., inspiration, planning, purchase, preparation, stay, engagement	<ul style="list-style-type: none"> ● Pre-Arrival <ul style="list-style-type: none"> ○ Consumer motivation, ○ Booking, ○ Factors considered like location ○ Pricing ○ Reviews ○ Amenities ● Arrival <ul style="list-style-type: none"> ○ Check-in Process, ○ Cleanliness ○ Convenience ie: parking, lighting, safety, valet/door attendant/bellhop ● Occupancy <ul style="list-style-type: none"> ○ Cleanliness ○ Housekeeping ○ Maintenance ○ Staff Friendliness, ○ Property/Room Amenities ○ Services ● Departure <ul style="list-style-type: none"> ○ Check-out processes

	<ul style="list-style-type: none"> ○ Prepared Folio
2.4 Describe factors guests consider when selecting lodging	<ul style="list-style-type: none"> ● Prices, promotions, amenities offered, location, purpose of travel (business vs. leisure/pleasure), consumer motivation ● (Maslow's Hierarchy of Needs).
2.5 Explain Options for making a lodging reservation	<ul style="list-style-type: none"> ● Internet Booking, Phone, Travel Agent/Planner, Front Desk, App
2.6 Describe the importance of guest amenities, ie: goods and services; tangible and intangible	<ul style="list-style-type: none"> ● Satisfy Consumer Needs (Food, water, shelter) ● Wants (Lobster, Voss Water, and Egyptian Cotton sheets); customer service,
2.7 Examine front-of-the house (FOH) operations and related systems technology	<ul style="list-style-type: none"> ● Key positions <ul style="list-style-type: none"> ○ Front Desk Agent, Bell Attendant/Bellhop, Valet, Door Attendant, Concierge, Property Management System, Cashier, Host/Hostess, Reservations (Sometimes), Maitre d'
2.8 Examine back-of-the-house (BOH) operations and related systems technology	<ul style="list-style-type: none"> ● Key Positions <ul style="list-style-type: none"> ○ Engineering/Maintenance, Security, Housekeeping, Management, Accounting/Night Auditor, Human Resources, Marketing, Event Planner, Chef/Cooks, Logistics, Reservations (Sometimes), Purchasing and Receiving
2.9 Describe the role of franchising, independently-operated, and management companies	<ul style="list-style-type: none"> ● Franchise, Franchisee, Franchisor, Types of Ownership of Lodging, Hotel Chains, Affiliation/Consortium, Timeshares/Condominiums
2.10 Identify career paths in the lodging sector	<ul style="list-style-type: none"> ● Key Positions <ul style="list-style-type: none"> ○ Engineering/Maintenance, Security, Housekeeping, Management, Accounting/Night Auditor, Human Resources, Marketing, Event Planner, Chef/Cooks, Logistics, Reservations (Sometimes), Purchasing and Receiving, Front Desk Agent, Bell Attendant/Bellhop, Valet, Door Attendant, Concierge, Property Management System, Cashier, Host/Hostess, Reservations (Sometimes), Maitre d'
STANDARD 3.0 ANALYZE THE FOOD AND BEVERAGE SECTOR	
3.1 Examine food and beverage operations in various contexts	<ul style="list-style-type: none"> ● Types of food and beverage businesses <ul style="list-style-type: none"> ○ Catering, full service restaurants, concessions, quick-service (fast food, buffet), institutional food service (school cafeterias, hospitals, prisons), Commercial, contract food service
3.2 Practice front-of-the-house (FOH) operations and related systems technology	<ul style="list-style-type: none"> ● Functions of front of the house <ul style="list-style-type: none"> ○ greeting guests, seating, order taking/selling, delivery of food and beverage, bussing, cashing out, face to face customer service. ● Key Positions <ul style="list-style-type: none"> ○ Server, Busser, Host/Hostess, Cashier, Bartender, Expeditor (Can be both FOH and BOH)

	<ul style="list-style-type: none"> ● Technology <ul style="list-style-type: none"> ○ Point of Sales system, Table seating software, Restaurant Pagers, Kiosk, Self-Ordering Menu, Mobile Pay
3.3 Practice back-of-the-house (BOH) operations and related systems technology	<ul style="list-style-type: none"> ● Functions of back of the house <ul style="list-style-type: none"> ○ Food prep, food production, expediting, dish washing, purchasing and receiving, marketing & sales, human resources, accounting, security, management, engineering & maintenance. ● Key positions <ul style="list-style-type: none"> ○ Steward, Executive Chef, Sous Chef, Kitchen Manager, Food Prepper, Dishwasher, Porter (dishes, floors, mats, food prep),, Cook,
3.4 Compare and contrast the classification of restaurants	<ul style="list-style-type: none"> ● Types of quick service restaurants (fast food, buffets, carry out, cafeteria) ● Types of full service (fine dining, casual dining, table top cooking), cafeteria, commercial, transportation centers, food trucks, catering,
3.5 Identify components of menu design	<ul style="list-style-type: none"> ● Appetizer, Main dish/Entrees ● Salads, Pricing ● Aa la carte pricing ● Market Pricing (Seafood/farm fresh) ● Desserts ● Beverages ● Menu Format (how it is organized) ● Nutritional Value ● Design/Appearance of Menu ● Serving Size (Steaks 8 oz)
3.6 Research the role of sustainable food sources	<ul style="list-style-type: none"> ● Advantages local ingredients <ul style="list-style-type: none"> ○ Reduce transportation costs ○ Improved food quality ○ Fresh ingredients, organic
3.7 Analyze food and beverage in managed service operations (e.g., hospitals, university food service, airlines)	<ul style="list-style-type: none"> ● In-house (employed by organization) vs. contracted services (3rd party paid to provide services) ● Considerations for: hospital (dietary needs), universities and businesses (varieties), airlines and trains (food preparation and delivery)
3.8 Perform mathematical calculations in the context of the food and beverage sector, including food and beverage costs	<ul style="list-style-type: none"> ● Given a budget, calculate meal expenses considering components such as appetizers, entrees, beverages, desserts as a consumer. ● Restaurant expenses: Consider Pricing based on expenses and profit margins ● Food cost at most restaurants = 30% of \$17.99 (Steak Dinner costs \$5.40, what is the markup price charged to consumers?)

3.9 Compare and contrast various catering operations	<ul style="list-style-type: none"> Advantages of on site catering at venues (food prepared on site) vs. off site catering (food picked up from business or delivered by business)
3.10 Describe the role of franchising in the food and beverage industry	<ul style="list-style-type: none"> Franchise, Franchisee, Franchisor, Types of Ownership in food and beverage
3.11 Apply food and beverage recycling procedures (e.g., fryer oil, glass, food waste, cardboard)	<ul style="list-style-type: none"> Recycling procedures (Fryer oil, glass, food waste, cardboard)
3.12 Identify career paths in the food and beverage sector	<ul style="list-style-type: none"> Key Positions <ul style="list-style-type: none"> Server, Busser, Host/Hostess, Cashier, Bartender, Expeditor (Can be both FOH and BOH) Food prep, food production, expediting, dish washing, purchasing and receiving, marketing & sales, human resources, accounting, security, management, engineering & maintenance Steward, Executive Chef, Sous Chef, Kitchen Manager, Food Prepper, Dishwasher, Porter (dishes, floors, mats, food prep), Cook
STANDARD 4.0 ANALYZE THE RECREATION SECTOR	
4.1 Describe the diversity of recreational venues (e.g., amusements, attractions, gaming, sports, adventure, entertainment)	<ul style="list-style-type: none"> Amusements Attractions Gaming, Sports Adventure Entertainment
4.2 Research ideas needed to develop programs and/or products unique to each venue	<ul style="list-style-type: none"> Target market/customers to match needs and wants
4.3 Identify career paths in the recreation sector	<ul style="list-style-type: none"> Careers in the recreation sector (park volunteers, park and recreation workers, resort staff, health club staff)
STANDARD 5.0 ANALYZE THE TRAVEL AND TOURISM SECTOR	
5.1 Define Tourism	<ul style="list-style-type: none"> Travel for business, leisure/pleasure, Ecotourism, or Exploration
5.2 Categorize motivations for travel	<ul style="list-style-type: none"> Maslow's Hierarchy of Needs, Plog's Model (Traditionalists and Innovators)
5.3 Compare and contrast the roles of state, national, and international organizations and promoters of tourism	<ul style="list-style-type: none"> Tourism Bureaus AAA Trip Advisor Destination

	<ul style="list-style-type: none"> ● Marketing organization (DMO)
5.4 Identify the different modes and importance of transportation (e.g., planes, trains, buses, automobiles, boats/ships, etc.)	<ul style="list-style-type: none"> ● Planes ● Trains ● Buses ● Automobiles ● Boats/ships
5.5 Identify opportunities to develop cooperative tourism programs with community organizations (e.g., historical sites, businesses, organizations, vendors, suppliers)	<ul style="list-style-type: none"> ● Tourism Area Life Cycle- development and growth of a destination ● Historical sites, businesses, organizations, vendors, suppliers
5.6 Create customized tours/promotional packages targeted to individuals or group market	<ul style="list-style-type: none"> ● Consider available tours, activities, and attractions for customer needs, dynamic packaging - allowing guests to build their own package ● Hosted tours, independent tours ● Consider travel itinerary, travel brochure, package deals (hotels+air, etc.)
5.7 Identify career paths in the travel and tourism sector	<ul style="list-style-type: none"> ● Career Paths <ul style="list-style-type: none"> ○ Travel Agent, ○ Travel Planner ○ Tour Guide ○ Taxi Driver, ○ Bus Driver ○ Cruise Ship Director ○ Pilot ○ Flight Attendant ○ Docent
STANDARD 6.0 ANALYZE EVENT PLANNING AND THE EVENT MANAGEMENT SECTOR	
6.1 Define the term event and the purpose of an event	<ul style="list-style-type: none"> ● The purpose of events <ul style="list-style-type: none"> ○ Promote, celebrate, rally, inform an audience, educate, conference.
6.2 Compare and contrast different kinds of events (e.g., meetings, conventions, expositions, farmers market, weddings, birthday parties)	<ul style="list-style-type: none"> ● Size, purpose, content, decorations, themes, target group, venue, etc ● Review events such as meetings, conventions, expositions, farmers market, weddings, birthday parties
6.3 Define the essential components of effective event coordination	<ul style="list-style-type: none"> ● Planning process such as theme, set date and location (venue), food and beverage, promotion, proper budgeting, fulling client needs, organization, entertainment.
6.4 Design an event plan, i.e., theme, floor plan, menu, logistics, budget	<ul style="list-style-type: none"> ● Considers theme, floor plan, menu, logistics, budget, entertainment, promotion, food and beverage, date, location (venue), and fulling client needs for an event
6.5 Explain the role of third-party event coordinators	<ul style="list-style-type: none"> ● Third party event coordinator

6.6 Identify career paths in the event planning sector	<ul style="list-style-type: none"> ● Career paths <ul style="list-style-type: none"> ○ Event planner ○ Event managers ○ Event coordinators ○ Wedding planner
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Domain 2: Professionalism in Hospitality
35-45% Instructional Time

STANDARD 7.0 EXAMINE GUEST/CUSTOMER SERVICE STRATEGIES WITHIN THE HOSPITALITY AND TOURISM INDUSTRY

7.1 Describe qualities and characteristics of a successful service professional	<ul style="list-style-type: none"> ● Professional qualities <ul style="list-style-type: none"> ○ Eye contact ○ Smile ○ Greeting ○ Appropriately Dressed ○ Attentive, Customer ○ Focused ○ Active Listening
7.2 Define terminology, concepts, and principles associated with exceptional customer service	<ul style="list-style-type: none"> ● Consumer motivation ● Customer Expectations ● Efficiency ● Communication ● Quality, Attentiveness ● Proactive ● Initiative ● Reactive ● R.A.V.E. (respect and value everyone) ● Phases of Customer Service: Greeting, Pre-Service, Service, and Post-Service/Follow-up
7.3 Compare company cultures and strategies for exceptional customer service	<ul style="list-style-type: none"> ● Managing Customer Service- Training and Proper Expectations set ● Analyzing Customer Service - Internal Service, Customer Focused Practices
7.4 Apply proactive versus reactive techniques when interacting with guests	<ul style="list-style-type: none"> ● Proactive Example: helping a guest with their luggage as soon as you see they need assistance. ● Reactive Example: seeing a guest needing help, but not assisting until asked
7.5 Recognize ways to evaluate the effectiveness of quality service	<ul style="list-style-type: none"> ● Guest Service Measurement (GSM)- Surveys, comment cards Review online reviews

7.6 Identify customer retention and recovery strategies in relation to an unsatisfactory experience	<ul style="list-style-type: none"> ● Customer retention and recovery strategies for unsatisfactory experiences <ul style="list-style-type: none"> ○ Listen with empathy ○ Allow customer to vent ○ Have positive attitude ○ Offer solutions ○ Follow through
7.7 Identify customer retention strategies in relation to a satisfactory experience	<ul style="list-style-type: none"> ● Customer retention and recovery strategies for satisfactory experiences <ul style="list-style-type: none"> ○ Listen with empathy ○ Allow customer to vent ○ Have positive attitude ○ Offer solutions ○ Follow through
7.8 Practice guest services skills as they relate to all sectors of the hospitality industry	<ul style="list-style-type: none"> ● Guest Services <ul style="list-style-type: none"> ○ Listen with empathy ○ Allow customer to vent ○ Have positive attitude ○ Offer solutions ○ Follow through
7.9 Categorize service needs of various types of customers (e.g., functional, accessible, emotional)	<ul style="list-style-type: none"> ● Functional - Delivery/Quality of Service ● Accessible - Proximity or availability of service provided ● Emotional -The feelings supported by service
STANDARD 8.0 EVALUATE THE VALUE OF COMMUNICATION SKILLS WITHIN THE HOSPITALITY AND TOURISM INDUSTRY	
8.1 Research strategies to improve employee relations (e.g., team building, recognition, engagement, training)	<ul style="list-style-type: none"> ● Employer relations <ul style="list-style-type: none"> ○ Golden Rule ○ Employee Orientation ○ Performance Evaluations ○ Pre-shift Meetings ○ Rewards and acknowledgement for positive experiences
8.2 Explain the significance of positive employee relations and the impact on business	<ul style="list-style-type: none"> ● Business success <ul style="list-style-type: none"> ○ Measured by guest satisfaction ○ Outcomes equal referrals ○ Repeat customers and growth of the business.
8.3 Recognize and adapt to diversity in the workplace	<ul style="list-style-type: none"> ● Serving Diverse populations <ul style="list-style-type: none"> ○ Americans with Disabilities Act ○ Generational differences ○ Diversified ethnicities, etc.
8.4 Demonstrate suitability for employment by adhering to workplace standards and policies	<ul style="list-style-type: none"> ● Job placement matches employee strengths and skill set.

8.5 Practice appropriate written, verbal and nonverbal communication skills	<ul style="list-style-type: none"> ● Written- no use of informal writing, proper grammar and punctuation ● Verbal- tone of voice, proper grammar, no profanity, no discussion of other customers or employee ● Nonverbal- body language, facial expression, hand gestures, posture, and eye contact, demonstrate warmth and concern.
8.6 Demonstrate appropriate use of personal communication devices in the workplace	<ul style="list-style-type: none"> ● No usage of personal communication devices during work hours, use break time.
8.7 Practice effective listening and questioning skills	<ul style="list-style-type: none"> ● Active listening. Address concerns by asking questions to better understand situation. ● Provide scenarios for students to act as listener and speaker to help practice questioning skills.
8.8 Practice etiquette and professional protocol in the workplace	<ul style="list-style-type: none"> ● Employee standards set by management. ● Communication and policies discussed upon employment and taught during orientations.
8.9 Develop and deliver presentations using a variety of skills and techniques appropriate for the industry	<ul style="list-style-type: none"> ● Presentations <ul style="list-style-type: none"> ○ Eye Contact, ○ Speak Loud And Clear ○ Limited Usage Of Props ○ Limited Usage Of Filler Words ○ Limited Unnecessary Movement ○ Proper Usage Of Props
8.10 Practice customer service skills as they relate to guest interaction	<ul style="list-style-type: none"> ● Customer Service <ul style="list-style-type: none"> ○ Role-Play customer service scenarios
8.11 Explain how cultural, ethnic, gender, and/or generational differences affect interpersonal interactions, i.e., the ability to communicate successfully	<ul style="list-style-type: none"> ● Consideration for diversity <ul style="list-style-type: none"> ○ Focus on communication as it relates to business policies, procedures and customer retention
8.12 Identify acceptable communication protocols for given situations	<ul style="list-style-type: none"> ● Situational Communication Protocols <ul style="list-style-type: none"> ○ Meet and exceed customer expectations through communication
STANDARD 9.0 ASSESS THE SAFETY, SECURITY, AND SANITATION STANDARDS IN THE HOSPITALITY ENVIRONMENT	
9.1 Examine the role of OSHA regulations and standards	<ul style="list-style-type: none"> ● OSHA regulations and standards
9.2 Identify risk management policies, procedures, and practices to ensure efficiency, profitability, and success	<ul style="list-style-type: none"> ● OSHA Act requirements ● Emergency Action Plans
9.3 Apply safety policies and procedures for the hospitality environment (e.g., food handlers certification)	<ul style="list-style-type: none"> ● Food Handlers Certification ● Emergency Action Plans ● Evacuation Plans ● Rescue and Medical Duties ● First Aid

9.4 Identify ways to effectively respond to emergency situations	<ul style="list-style-type: none"> ● Emergency Action Plans (reporting, emergency coordinator, alarms, evacuation plans, rescue and medical duties), ● Have Routes and exits, roles assigned, drills and training
9.5 Identify sanitation procedures to ensure facility compliance with health codes	<ul style="list-style-type: none"> ● OSHA ● HACCP-Hazard Analysis and Critical Control Points ● AZFoodhandlers.com (free online food safety certification) ● USADA Sanitation Standard Operating Procedures
9.6 Demonstrate food storage and handling practices in accordance with Hazard Analysis and Critical Control Points (HACCP) (e.g., FIFO, cold/hot food handling, temperature control, ServSafe principles)	<ul style="list-style-type: none"> ● HACCP: Conduct a hazard analysis, identify critical control points, set critical limits, establish monitoring procedures, take corrective action, establish record-keeping procedures, evaluate the HACCP plan regularly. First in First Out (FIFO), temperature danger zone, store food in proper places and proper temperatures, eliminate contamination ● Minimum cooking temperatures for cooking meats and poultry, preventing foodborne illness (stay home when sick, proper hand washing, proper clothing, etc.) ● Procedures for cooling, thawing, reheating, and holding
9.7 Manage the use and storage of chemicals	<ul style="list-style-type: none"> ● Proper storage of chemicals ● HACCP-Hazard Analysis and Critical Control Points ● OSHA ● Material Safety Data Sheets (MSDS)
STANDARD 13.0 EXPLORE THE LEGAL AND ETHICAL RESPONSIBILITIES IN THE HOSPITALITY AND TOURISM INDUSTRY	
13.1 Define ethical and unethical behavior and consequences in the workplace (e.g., theft, privacy considerations, code of conduct)	<ul style="list-style-type: none"> ● Ethics, ethical behavior, unethical behavior <ul style="list-style-type: none"> ○ Eight Guidelines for Ethical Behavior: 1. Honesty 2. Integrity 3. Trustworthiness 4. Loyalty 5. Fairness 6. Concern and Respect for Other 7. Commitment to Excellence 8. Accountability. ○ Questions to Help with Ethical Decision Making 1. Is it legal? 2. Does it hurt anyone? 3. Is it fair? 4. Am I honest? 5. Can I live with myself? 6. Would I publicize my decision? 7. What if everyone did it?
13.2 Identify legal issues concerning workplace matters (e.g., drug testing, hiring practices, discrimination, privacy, harassment, sexual orientation/identity)	<ul style="list-style-type: none"> ● Legal Issues <ul style="list-style-type: none"> ○ Drug Testing, ○ Hiring Practices, ○ Discrimination, ○ Privacy, ○ Harassment ○ Sexual orientation/identity ● Conflict Management, Disciplinary Action (Improvement plans, warnings, etc.)
13.3 Examine the relationship between ethics and law for the industry	<ul style="list-style-type: none"> ● Ethical vs. Legal/illegal

<p>13.4 Identify legal issues that impact the industry (e.g., consumer protection, duty of care, equal employment opportunity, anti-discrimination, workplace relations, child sex tourism/trafficking)</p>	<ul style="list-style-type: none"> ● Legal issues in the industry <ul style="list-style-type: none"> ○ Consumer protection ○ Duty of care ○ Equal employment opportunity ○ Anti-discrimination ○ Workplace relations ○ Child sex tourism/trafficking ○ Truth in menu laws ○ Sexual harassment ○ Discrimination ○ Negligence ○ Responsible technology usage (ie. keeping guest/client information private and secure, not invading privacy, security camera monitoring)
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<p>Domain 3: Career Advancement 10-20 % Instructional Time</p>	
<p>STANDARD 10.0 EXAMINE THE SALES AND MARKETING FUNCTION IN THE HOSPITALITY AND TOURISM INDUSTRY</p>	
<p>10.1 Identify the components of a marketing plan</p>	<ul style="list-style-type: none"> ● Marketing Plans <ul style="list-style-type: none"> ○ Product/Service description ○ Pricing comparisons ○ Placement and distribution channel ○ Promotional activities to engage your target market customers
<p>10.2 Identify current e-commerce (media technologies) systems used to implement a marketing plan [e.g., social media, online travel agency (OTA), online presence]</p>	<ul style="list-style-type: none"> ● Marketing Plan utilizing Media Technologies ● Promote hospitality services and events through social media, online travel agency (OTA) and online presence.
<p>10.3 Explain market segmentation and target-market strategies using terminology appropriate for the audience</p>	<ul style="list-style-type: none"> ● Target market by <ul style="list-style-type: none"> ○ Demographics ○ Geographics ○ Psychographics ○ Behavior when creating a new hospitality business
<p>10.4 Explain the Five Ps of marketing: people, price, product, promotion, and placement</p>	<ul style="list-style-type: none"> ● Five Ps of marketing: people, price, product, promotion, and placement
<p>10.5 Distinguish among the common types of marketing promotions (e.g., advertising, public relations, sales promotions, direct sales)</p>	<ul style="list-style-type: none"> ● Types of Marketing promotions <ul style="list-style-type: none"> ○ Advertising ○ Public Relations ○ Sales Promotion ○ Direct Sales

10.6 Define the of role of branding, brand identification, and image development	<ul style="list-style-type: none"> ● Distinct classification of products/service based on quality, reputation, and consistency ● Customer expectations and branding
10.7 Evaluate the features and benefits of products and services	<ul style="list-style-type: none"> ● Benefits Products and Services
10.8 Describe the integral role all employees have in sales and marketing	<ul style="list-style-type: none"> ● Impressions made on potential, current, and past customers
STANDARD 11.0 EXAMINE THE MANAGEMENT AND LEADERSHIP FUNCTIONS OF THE HOSPITALITY AND TOURISM INDUSTRY	
11.1 Create and interpret a staffing and scheduling plan	<ul style="list-style-type: none"> ● Scheduling ● Staffing
11.2 Review employee performance evaluation tools and methods	<ul style="list-style-type: none"> ● Purpose of performance ● Evaluations ● Promotions, pay raises ● Laying off employees ● Improvement plans and self evaluations
11.3 Compare and contrast the five management functions: planning, organizing, directing, staffing, and controlling	<ul style="list-style-type: none"> ● Setting SMART (specific, measurable, attainable/achievable, relevant, time based) goals ● Operations manual ● Organizational chart/internal structure ● Hiring and keeping workers, leadership and management (directing), ● Evaluating ● Decision making ● Management levels (Supervisory, Middle Management, and Upper Management) ● Reporting relationships
11.4 Describe organizational cultures and mission statements	<ul style="list-style-type: none"> ● Organizational culture ● Mission statement (companies purpose) ● Vision statement (goal of organization) ● Policies ● Types of organizational cultures include academy culture, club culture, sports team culture, and fortress culture.
11.5 Demonstrate team-building methods used by managers	<ul style="list-style-type: none"> ● Team-building <ul style="list-style-type: none"> ○ Importance
11.6 Differentiate time management strategies	<ul style="list-style-type: none"> ● Calendars ● Agenda ● Planners ● Prioritizing ● Computer/Phone Applications ● Taking Notes

11.7 Identify types and functions of organizational charts	<ul style="list-style-type: none"> ● Hierarchy of management and employees, job duties, who oversees/reports to who. ● Reporting Relationships
11.8 Describe the purpose, application, and consequences of adhering to policies and procedures	<ul style="list-style-type: none"> ● Difference between policies and procedures
11.9 Describe characteristics of an effective leader	<ul style="list-style-type: none"> ● Motivator, proactive, goal setter, confident, honest, supportive,
11.10 Differentiate between management and leadership	<ul style="list-style-type: none"> ● Managers plan, enforce, make rules, control, react, dictate, maintain, avoid conflicts ● Leaders break rules, are proactive, motivate, inspire, innovate, develop
11.11 Identify the importance of integrity and professionalism with regard to management leadership	<ul style="list-style-type: none"> ● Management/leadership must train employees and provide the example they will follow.
11.12 Assess the importance of managing the overall customer experience	<ul style="list-style-type: none"> ● Customer reviews and feedback both negative and positive experience and how it relates to business success ● Importance of immediate feedback vs. customer silence
STANDARD 12.0 EXPLORE FINANCIAL MANAGEMENT IN THE HOSPITALITY INDUSTRY	
12.1 Explain the purpose of a budget	<ul style="list-style-type: none"> ● Budget ● Overspending ● Fixed vs. variable costs
12.2 Differentiate among revenues, expenses, break even, profit, or loss	<ul style="list-style-type: none"> ● Revenue ● Expenses ● Break even ● Profit ● Loss
12.3 Define revenue management concepts and functions [e.g., RevPAR (revenue per available room), RevPAR Index, yield management]	<ul style="list-style-type: none"> ● Night audit ● Profitability ratios (profit margin, return on investment/ROI) ● Operating ratios (average daily rate, RevPAR (growth) ● RevPAR Index) ● Yield management (upselling/increase price)
12.4 Compare and contrast independent versus franchise operations	<ul style="list-style-type: none"> ● Sole Proprietorship ● Partnerships ● Corporation ● LLCs ● Chains ● Franchise ● Franchisor ● Franchisee ● Affiliation/Consortium
12.5 Review the effect of globalization in the industry	<ul style="list-style-type: none"> ● International laws ● Multicultural diversities

	<ul style="list-style-type: none"> ● Travel ● Currency exchanges ● Employment opportunities ● Cross border employee training ● Products and services consistent
<p>12.6 Analyze economic trends and their impact on the industry</p>	<ul style="list-style-type: none"> ● Recessions ● Depressions ● Economic Growth ● Market Fluctuations ● Expansions ● Staycations increase when outlook is bad ● Social Media and mobile marketing increasing ● People move towards fast food/quick service vs. traditional restaurants when economic outlook is negative
<p>12.7 Describe purchasing and receiving practices and procedures</p>	<ul style="list-style-type: none"> ● Ordering/purchasing product <ul style="list-style-type: none"> ○ Determine quality and quantity ○ Consider perishability and cost-effective buying ○ Selecting suppliers ○ Quality checks when received ○ Review documents/packing slip ○ Storage ○ Inventory items
<p>12.8 Evaluate the impact of labor costs and labor management</p>	<ul style="list-style-type: none"> ● Minimum wage, effect on prices and employee ● Hours/benefits/training ● Productivity of labor force ● Use technology such for forecasting and scheduling staff ● Labor cost percentage (Total Labor Costs \$ / Total sales revenue \$)