



# HOSPITALITY MANAGEMENT 52.0900.00

## TECHNICAL STANDARDS

An Industry Technical Standards Validation Committee developed and validated these standards on February 22, March 7, and March 15, 2023. The Arizona Career and Technical Education Quality Commission, the validating authority for the Arizona Skills Standards Assessment System, endorsed these standards on July 16, 2023.

Note: Arizona's Professional Skills are taught as an integral part of the Hospitality Management program.

**The Technical Skills Assessment for Hospitality Management is available SY2023-2024.**

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### STANDARD 1.0 EXAMINE THE HOSPITALITY AND TOURISM INDUSTRY

- 1.1 Outline the historical development of the hospitality industry as a direct outcome of travel and tourism from Ancient Greece bathhouses to the higher standards and sophistication of today (i.e., bartering for lodging, the Renaissance, Industrial Revolution, Contemporary World to present, etc.)
- 1.2 Review the scope and role of the industry in the state, nationally, and internationally (i.e., cultural and regional nuances, role of human interaction, etc.)
- 1.3 Identify key sectors of the industry (e.g., food and beverage, lodging, entertainment and recreation, travel and tourism, and meetings and events)
- 1.4 Examine organizations that support the industry at local, regional, and state levels and how they positively and negatively impact the industry [i.e., Arizona Chamber of Commerce, Arizona Lodging and Tourism Association (AzLTA), Arizona Office of Tourism (AOT), Arizona Restaurant Association (ARA), etc.]
- 1.5 Evaluate trends in the industry based on customer behavior, services, and technology (i.e., safety and hygiene, green initiatives, local experience, food, contactless payment and mobile check-in, etc.)
- 1.6 Evaluate trends in technology (and the 3–5-year lifespan of hard technology) that help the industry streamline processes, reduce costs, lower staff workloads, provide an increase in revenue, and improve customer experience delivery
- 1.7 Acquire the basic skills needed for an entry-level position in the industry [i.e., Excel, Word, Point-of-Sale (POS) Systems, cost of goods calculation, counting change without technology reliance, etc.]
- 1.8 Examine online programs, courses, certifications, training, and resources for progression in the hospitality industry (i.e., skills for a job anywhere in the world, role of human interaction, etc.)
- 1.9 Apply industry terminology to increase communication, improve efficiency, ensure consistency, and avoid cultural and/or linguistic misunderstandings
- 1.10 Evaluate the costs, challenges, and trends of sustainability in the industry (i.e., conserving energy, reducing food and plastic waste, preserving water, digitizing customer experience through automation and other software, using organic amenities, creating paperless environments, etc.)

### STANDARD 2.0 ANALYZE THE LODGING SECTOR

- 2.1 Compare and contrast the classifications of lodging facilities and properties [i.e., hotels (1 star-5 star); vacation rentals (i.e., Airbnb, homes, condos, villas, boats, etc.); and outdoor lodging (i.e., yurts, cabins, treehouses, tents, etc.)]
- 2.2 Diagram the organizational structure of a lodging based on size and type of property [e.g., executive management group responsible for the hotel (i.e., general manager and assistant managers, etc.); functional groups responsible for issues directly related to guests (i.e., housekeeping, food and beverage, front desk and guest services, etc.); and administrative groups responsible for behind-the-scenes details (i.e., sales, accounting, human resource, etc.)]
- 2.3 Outline elements of the overall customer experience journey from the perspective of the customer (i.e., inspiration, planning, purchase, preparation, stay, engagement, checkout, etc.)
- 2.4 Describe factors guests consider when selecting lodging [i.e., accommodation type, ratings and current reviews, price, location, amenities, dining (on site and nearby), convenience, safety, peace of mind, etc.]
- 2.5 Explain options for making a lodging reservation [e.g., in-person (i.e., walk-in reservation for today or the future); third-party internet travel sites (i.e., Expedia, Travelocity, Hotels.com, etc.); direct (i.e., email, telephone, website, social media channels, etc.); and indirect [i.e., Online Travel Agency (OTA), Travel Agency (TA), Global Distribution System (GDS), meta-search channels, etc.]
- 2.6 Describe the importance of guest amenities (i.e., goods and services; tangible and intangible; etc.) depending on type of travel (single, family, groups) and reason (business or pleasure) for travel

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- 2.7 Examine front-of-the house (FOH) guest operations (guest facing staff) and related systems technology and management systems as integral to the ideal guest experience [i.e., reservation systems, Point-of-Sale (POS), check-in, check-out, valet, concierge, maintenance, entertainment, etc.]
- 2.8 Examine back-of-the house (BOH) operations that keep things running smoothly behind the scenes (i.e., laundry, housekeeping, human resources, marketing, accounting, engineering and maintenance, security, etc. ), and related systems technology and management systems
- 2.9 Differentiate among hotels franchised (i.e., Westin, Marriott, Hilton, etc.); independently operated hotels that manage under their own name (i.e., bed and breakfast, inns, etc.); and management companies that take on responsibility for all essential operations and services associated with running a successful hotel (i.e., third parties with their own policies beholden to contractual agreements, etc.)
- 2.10 Identify career paths in the lodging sector from entry- to professional-level (i.e., porter, front desk clerks, room attendant, Engineer, Finance, Legal, IT, AV, Entertainment, Sales, Kitchen/Culinary, Event Management, etc.)

### **STANDARD 3.0 ANALYZE THE FOOD AND BEVERAGE SECTOR IN VARIOUS VENUES**

- 3.1 Examine food and beverage workflow for quick serve vs. dine-in (e.g., planning/preparing/cooking, serving, and clean up)
- 3.2 Examine food and beverage operations in various contexts (i.e., a table of ten, 2000 people on the beach, etc.)
- 3.3 Determine FOH operations, roles, and positions in a restaurant (i.e., host/hostess, servers, bartenders, barbacks, etc.)
- 3.4 Determine BOH operations, roles, and positions in a restaurant (i.e., kitchen staff and food safety, employee break rooms, office space, storage, etc.)
- 3.5 Compare and contrast the classification of restaurant types (i.e., quick serve, dine-in, fine dining, grab and go, vending, kiosks, cafes, coffee shop, room service, etc.)
- 3.6 Identify components of menu design as a methodical process representing brand and standards (i.e., readability, artistically memorable design, representation of culture of restaurant establishment; cross utilization of menu items; mathematical account of cost, pricing and profit, etc.)
- 3.7 Research the role of manageable/reliable food sources from farm to fork [e.g., logistics and transportation, local growers and vendors, grow your own, and ecofriendly (reducing waste and being efficient)]
- 3.8 Analyze food and beverage in managed service operations (i.e., hospitals, university food service, airlines, etc.)
- 3.9 Perform mathematical calculations and inventory formulas for the food and beverage sector, including food and beverage costs, recipe measurements and conversions, and costs of goods sold
- 3.10 Compare and contrast various catering operations from coffee to corporate considering the workflow of planning/preparing/cooking, serving, and clean up (i.e., food trucks, wedding venues, bring your own kitchen, etc.)
- 3.11 Describe the role of franchising in the food and beverage industry (i.e., costs, buy-in, financial commitments, brands, standards, etc.)
- 3.12 Research the costs and procedures for food and beverage recycling (e.g., logistics and financial impact and storage and compliance with the health department)
- 3.13 Identify career paths in the food and beverage sector from entry- to professional-level (i.e., dishwasher, busser, wait staff/server, bartender, line cook, manager, etc.)

### **STANDARD 4.0 ANALYZE THE RECREATION SECTOR**

- 4.1 Explore the diversity of recreational venues (i.e., amusements, attractions, gaming, fitness, sports, adventure, spa, entertainment, aquatics, etc.)
- 4.2 Research ideas needed to develop programs and/or products unique to each venue
- 4.3 Identify career paths in the recreation sector (i.e., receptionists, nail tech, massage therapists, fitness instructor, golf instructors, gaming, sports, locker room, aquatics, etc.)

### **STANDARD 5.0 ANALYZE THE TRAVEL AND TOURISM SECTOR**

- 5.1 Define tourism as a social, cultural, and economic phenomenon which entails the movement of people to countries or places outside their usual environment [i.e., logistics, financial implications, resources, local, regional, and state level, various segments (i.e., surf tourism, hiking, golf, international travel tours, etc.)]
- 5.2 Categorize motivations for travel (e.g., business, pleasure, family commitments/issues, community support/involvement and emergency evacuations/placements)
- 5.3 Examine the various aspects of tourism (i.e., the practice of traveling for recreation; the guidance or management of tourists; the promotion or encouragement of touring; the accommodation of tourists, etc.)
- 5.4 Research local tourism (i.e., hiking, historical sites, military, etc.), what drives tourism (e.g., geographic, climate, and environmental characteristics), and how tourism is marketed and advertised (i.e., AZ Chamber of Commerce, AZ Department of Tourism, convention and business authorities, etc.)
- 5.5 Identify the different modes of transportation (e.g., road, rail, water, and air) and how they play a huge role in tourism

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- 5.6 Research the Convention and Visitors Bureau (CVB) and how it supports local tourism (i.e., funded by local government, promotes economic development of the community, etc.)
- 5.7 Create customized tours/promotional packages targeted to individuals or group market
- 5.8 Identify career paths in the travel and tourism sector (i.e., travel agent/specialist, tour guide, food and beverage server, customer service, military, cruise director, transportation, event planner, marketing manager, etc.)

## **STANDARD 6.0 ANALYZE EVENT PLANNING AND THE EVENT MANAGEMENT SECTOR**

- 6.1 Describe in-person or virtual events and their purposes (e.g., meetings, conferences, conventions, expositions, farmers market, weddings, and birthday parties)
- 6.2 Define the essential components of effective event coordination [i.e., effective verbal and written communication skills, relationship building (internal and external), problem-solving skills, empathy for conflict resolution, organizational skills, etc.]
- 6.3 Design an event plan (i.e., theme, floor plan, menu, logistics, budget, etc.)
- 6.4 Explain the role of third-party event coordinators (i.e., middleman planners, implementation and management of event strategies, etc.)
- 6.5 Identify career paths in the event planning sector (i.e., event assistant, party host, social media/online events manager, CMP certified meeting planner, caterer, banquet captain, etc.)

## **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 [i.e., adaptable, ability to cope with stress, think quickly, outgoing personality, empathy, 3 P's (professionalism, patience, and people-first attitude), etc.]
- 7.2 Apply terminology to facilitate internal communication; concepts that influence the customer experience; and principles to achieve customer service excellence
- 7.3 Explain how cultural, ethnic, gender, and/or generational differences affect interpersonal interactions (i.e., the ability to communicate successfully, etc.)
- 7.4 Identify common strategies of companies with exceptional customer service
- 7.5 Compare company cultures and how they impact customer service/experience (i.e., how different companies define culture, how to perpetuate culture across all properties, etc.)
- 7.6 Identify situations in which proactive and/or reactive techniques should be applied when interacting with guests to exceed their expectations
- 7.7 Analyze guest feedback and develop strategies to improve the overall guest experience based on evaluation results
- 7.8 Identify customer retention and recovery strategies in relation to an unsatisfactory experience (i.e., explore/share negative experiences, urgency, sincere apology solutions, etc.)
- 7.9 Identify customer retention strategies in relation to a satisfactory experience (i.e., strong brand and its offering, cost effectiveness of retaining customers vs. acquiring new customers, etc.)
- 7.10 Practice guest services skills as they relate to the overall guest experience in all sectors of the hospitality industry (i.e., case studies, role play, etc.)
- 7.11 Analyze service needs of different types of cultures and customers (i.e., pleasure vs. business travel, social and cultural etiquette, etc.)

## **STANDARD 8.0 ANALYZE THE HUMAN RESOURCE DEPARTMENT WITHIN THE HOSPITALITY AND TOURISM INDUSTRY**

- 8.1 Identify human resource management functions (i.e., recruiting, interviewing, hiring/firing, orientation/training, performance management, retention, pay and benefits, disciplinary/promotions, etc.)
- 8.2 Recognize employee rights regarding safety, harassment, and discrimination and realize that all employees are human resources
- 8.3 Develop effective recruitment strategies to source quality internal and external employees (i.e., advertising positions effectively and appealingly, incentive programs, benefits, etc.)
- 8.4 Discuss current trends and strategies of employee retention (e.g., team building, recognition, engagement, and training)
- 8.5 Discuss and define on the job harassment (i.e., unwelcome conduct, unlawful contact, quid pro quo, etc.) and discrimination based on protected characteristics (e.g., race, color, religion, sexual orientation, national origin, age, pregnancy, disability, and genetic information)
- 8.6 Discuss the importance of employee wellness (i.e., social/physical well-being, drugs/alcohol, crime in the workplace, being proactive, mental health, etc.)
- 8.7 Provide awareness for compliance to individuals with disabilities through discussion of Americans with Disabilities Act (ADA) and Occupational Safety and Health Administration (OSHA) regulations

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## **STANDARD 9.0 ASSESS THE SAFETY, SECURITY, AND SANITATION STANDARDS IN THE HOSPITALITY ENVIRONMENT**

- 9.1 Discuss safety issues relevant to the hospitality industry (i.e., housekeepers entering rooms, walking out the back door with the bank bag at night, on-duty lifeguard, security for large events, natural disasters, etc.)
- 9.2 Identify risk management policies, procedures, and practices to ensure efficiency, profitability, and success
- 9.3 Develop safety practices (i.e., Food Handlers Cert, AHLA, OSHA, ServSafe, etc.)
- 9.4 Discuss an emergency plan for preventing, responding, and recovering [e.g., bloodborne pathogens, crisis management (active shooter/terrorism), food safety, and fire drills to include assisting ADA guests]
- 9.5 Identify procedures to ensure facility compliance with health and safety regulations (i.e., fire safety, chlorine levels in pools, vehicle key safety, property access, food safety and sanitation, etc.)
- 9.6 Manage the use and storage of chemicals

## **STANDARD 10.0 EXAMINE THE SALES AND MARKETING FUNCTION IN THE HOSPITALITY AND TOURISM INDUSTRY**

- 10.1 Identify the components of a marketing plan (i.e., market research, target market, positioning, competitive analysis, budget, etc.)
- 10.2 Identify tasks related to hospitality and tourism, sales, and group sales
- 10.3 Explain market segmentation (breaking the guests into smaller groups and what appeals to them) and target-market (the ideal customer profile) strategies (i.e., current trends, seasonality, etc.)
- 10.4 Explain the Five Ps of marketing (e.g., people, price, product, promotion, and placement)
- 10.5 Evaluate current e-commerce trends and their use in marketing plans (i.e., mobile apps, online payments, online bookings, personalization, Artificial Intelligence (AI), data analytics, etc.)
- 10.6 Define the role of branding, brand identification, and image development
- 10.7 Compare and contrast the features and benefits of products and services of hospitality sectors to sell strategically
- 10.8 Distinguish among the common types of marketing (i.e., cause marketing, advertising, community relations/social responsibility, loyalty programs, referral programs, sales promotions, direct sales, etc.)

## **STANDARD 11.0 EXAMINE THE MANAGEMENT AND LEADERSHIP FUNCTIONS OF THE HOSPITALITY AND TOURISM INDUSTRY**

- 11.1 Examine the hiring process including job descriptions and effective interviewing and hiring (i.e., recruiting, screening, orienting, training, etc.)
- 11.2 Examine employee performance evaluation tools and methods (i.e., setting expectations; a continuous process of engaging, giving, and receiving feedback; mentoring; rewards and recognition; program software; etc.)
- 11.3 Compare and contrast the four management functions [e.g., planning, organizing, directing, and controlling operations (i.e., quality control, employee experience, etc.)]
- 11.4 Describe organizational cultures (e.g., beliefs, values and attitudes that define a company) and mission statements prior to hiring a candidate
- 11.5 Demonstrate team-building methods used by managers (i.e., using SMART goals, ice breakers, communication boards, employee spotlights, daily connects, recognition activities, employee engagement, etc.)
- 11.6 Examine options in technology and leadership strategies for time and task management (i.e., planners, calendars, reminders, delegation/prioritization of tasks, routines, email, electronics, etc.)
- 11.7 Identify types and functions of organizational charts (i.e., roles, relationships, etc.)
- 11.8 Identify the role of the manager in enforcing policies and procedures (i.e., consequences, safety and emergencies, social media, etc.)
- 11.9 Describe characteristics of an effective leader (i.e., integrity, professionalism, motivator, etc.)
- 11.10 Differentiate between management (e.g., strategic, setting and achieving day-to-day operations) and leadership (e.g., influence and motivation to achieve goals with ideas and innovation)
- 11.11 Create and execute a staffing and scheduling plan (i.e., including adjustments for call outs, pandemics, unforeseen circumstances, sales, events, etc.)

## **STANDARD 12.0 EXPLORE FINANCIAL MANAGEMENT IN THE HOSPITALITY INDUSTRY**

- 12.1 Explain the purpose of budgeting
- 12.2 Differentiate between revenues and expenses and the effect it has on breaking even, profit, or loss
- 12.3 Define revenue management concepts and functions [i.e., RevPAR (revenue per available room), RevPAR Index, RevPASH (revenue per available seat hour), yield management, etc.]

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- 12.4 Compare and contrast independent vs. franchise operations (e.g., economy of scale and franchise fees and royalties)
- 12.5 Analyze economic trends that have a positive and negative impact on the industry (i.e., inflation, unemployment, recession, pandemic, special events, family vacations, business travel, etc.)
- 12.6 Describe purchasing and receiving practices and procedures (i.e., quality and quantity, cost effectiveness, storage, inventory, etc.)
- 12.7 Evaluate the impact of labor costs and labor management to profitability and business success

### **STANDARD 13.0 EXPLORE THE LEGAL AND ETHICAL RESPONSIBILITIES IN THE HOSPITALITY AND TOURISM INDUSTRY**

- 13.1 Examine the relationship between ethics and law for the industry
- 13.2 Define ethical and unethical behavior and consequences in the workplace (e.g., theft, privacy considerations, and code of conduct)
- 13.3 Identify legal issues concerning employment in the hospitality industry (e.g., drug testing, hiring practices, safety, discrimination, privacy, harassment, and Title VII)
- 13.4 Identify legal issues that impact the industry (e.g., consumer protection, duty of care, and human trafficking)

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