Instructional Framework

Hospitality Management

52.0900.00

This Instructional Framework identifies, explains, and expands the content of the standards/measurement criteria, and, as well, guides the development of multiple-choice items for the Technical Skills Assessment. This document corresponds with the Technical Standards endorsed on July 16, 2023.

Domain 1 Hospitality Sectors
Instructional Time 40 - 50%

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.)]	- Classifications of lodging facilities and properties - Hotels (1 star-5 star) - Vacation rentals (i.e., Airbnb, homes, condos, villas, boats, etc.) - Outdoor lodging (i.e., yurts, cabins, treehouses, tents, etc.) - Amenities - Prices - Property type - 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 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.)]	- Organizational structure of a lodging based on size and type of property - Executive management group responsible for the hotel - General manager and assistant managers, etc. - Functional groups responsible for issues directly related to guests - Housekeeping

	■ Food and beverage ■ Front desk and guest services, etc. ○ Administrative groups responsible for behind-the-scenes details ■ Sales ■ Accounting ■ Human resource ■ Engineering/maintenance ■ Security ■ Marketing ■ Logistics ■ Purchasing and receiving, 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.)	● Elements of the overall customer experience journey from the perspective of the customer ○ 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.]	● Factors guests consider when selecting lodging ○ Accommodation type ○ Ratings and current reviews ○ Price ○ Location ○ Amenities ○ Dining (on site and nearby) ○ Convenience ○ Safety ○ Peace of mind ○ Promotions ○ Purpose of travel (business vs. leisure/pleasure)
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.]	● Options for making a lodging reservation ○ In-person ■ Walk-in reservation for today or the future ○ Third-party internet travel sites/App based ■ Expedia ■ Travelocity ■ Hotels.com, etc.

	○ Direct
	  ■ Email
	  ■ Telephone
	  ■ Website
	  ■ Social media channels, etc.
	○ Indirect
	  ■ 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	● Importance of guest amenities ○ Goods and services ○ Tangible and intangible ○ Customer service, etc.

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.]	● Front-of-the house (FOH) guest operations (guest facing staff) and related systems technology and management systems as integral to the ideal guest experience
	○ Key positions
	  ■ Check-in/check-out
	    ● Front desk agent
	    ● Bell Attendant/bellhop
	    ● Door attendant
	    ● Cashier
	  ■ Valet
	  ■ Concierge
	  ■ Maintenance
	  ■ Entertainment
	  ■ Host/hostess
	  ■ Maître d', etc.
	○ Related technology
	  ■ Point of Sale (POS)
	  ■ Reservation systems
	  ■ Property Management Systems (PMS)

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	● Back-of-the house (BOH) key positions ○ Laundry ○ Housekeeping ○ Human resources ○ Marketing ○ Accounting ○ Engineering and maintenance

	○ Security ○ Management ○ Event planner ○ Chef/cooks ○ Logistics ○ Purchasing and Receiving
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.)	● Franchised hotels ○ Westin ○ Marriott ○ Hilton, etc. ● Independently operated hotels ○ Bed and breakfasts ○ Inns ○ Affiliation/consortium, etc. ● Management companies ○ 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.)	● Career paths in the lodging sector from entry- to professional-level key positions ○ Porter ○ Front desk clerks ○ Room attendant ○ Engineer ○ Finance ○ Legal ○ IT ○ AV ○ Entertainment ○ Sales ○ Kitchen/culinary ○ Event Management ○ Security ○ Housekeeping ○ Management ○ Human Resources ○ Marketing ○ Purchasing and Receiving ○ Valet ○ Concierge

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)	- Food and beverage workflow for quick serve vs. dine-in - Planning/preparing/cooking - Serving - Clean up
3.2 Examine food and beverage operations in various contexts (i.e., a table of ten, 2000 people on the beach, etc.)	- Food and beverage operations in various contexts - A table of ten 2000 people on the beach, etc. - Types of food and beverage businesses - Catering - Full-service restaurants - Concessions - Quick service - Fast food - Buffet - Institutional food service - School cafeterias - Hospitals - Prisons - Commercial - Contract food service
3.3 Determine FOH operations, roles, and positions in a restaurant (i.e., host/hostess, servers, bartenders, barbacks, etc.)	- FOH operations, roles, and positions in a restaurant - Host/Hostess - Servers - Bartenders - Barbacks - Cashier - Expeditor (can be both FOH and BOH) - Technology - Point of sales system - Table seating software - Restaurant pagers - Kiosk - Self-ordering menu - Mobile pay
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.)	- BOH operations, roles, and positions in a restaurant - Kitchen staff and food safety - Employee break rooms

	○ Office space ○ Storage ○ Steward ○ Executive chef ○ Sous chef ○ Kitchen manager ○ Food prepper ○ Dishwasher ○ Porter ○ Cook
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.)	● Restaurant classifications ○ Quick serve ○ Dine in ○ Fine dining ○ Grab and go ○ Vending ○ Kiosks ○ Cafes ○ Coffee shop ○ Room service ○ Cafeteria ○ Commercial/Institutional ○ Transportation centers ○ Food trucks ○ Catering
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.)	● Components of menu design ○ Readability ○ Artistically memorable design ○ Representation of culture of restaurant establishment ○ Cross utilization of menu items ○ Mathematical account of cost ○ Pricing and profit ○ 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
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)]	● The role of manageable/reliable food sources from farm to fork ○ Logistics and transportation ○ Local growers and vendors ○ Grow your own ■ Improved food quality ■ Fresh ingredients, organic ○ Ecofriendly ■ Reducing waste ■ Being efficient
3.8 Analyze food and beverage in managed service operations (i.e., hospitals, university food service, airlines, etc.)	● Food and beverage in managed service operations ○ 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	● Given a budget, calculate meal expenses as a consumer considering components ○ Appetizers ○ Entrees ○ Beverages ○ Desserts ● 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?)
3.10 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.)	● Catering operations from coffee to corporate considering the workflow of planning/preparing/cooking, serving, and clean up ○ 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.)	● Franchising in the food and beverage industry ○ 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	● Costs and procedures for food and beverage recycling

compliance with the health department)	○ 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.)	● Career paths in the food and beverage sector from entry- to professional-level ○ Dishwasher ○ Busser ○ Wait staff/server ○ Bartender ○ Line cook ○ Manager ○ Host/Hostess ○ Cashier ○ Expeditor (can be both FOH and BOH) ○ Food prep ○ Food production ○ Purchasing and receiving ○ Marketing and sales ○ Human Resources ○ Accounting ○ Security ○ Engineering and maintenance ○ Steward ○ Executive Chef ○ Sous Chef ○ Kitchen Manager
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.)	● Recreational venues ○ 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	● Target market/customers to match needs and wants

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.)	● Career paths in the recreation sector ○ Receptionists ○ Nail tech ○ Massage therapists ○ Fitness instructor ○ Golf instructors ○ Gaming ○ Sports ○ Locker room ○ Aquatics ○ Park volunteers ○ Park and recreation workers ○ Resort staff ○ Health club staff
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.)]	● Tourism as a social, cultural, and economic phenomenon which entails the movement of people to countries or places outside their usual environment ○ Logistics ○ Financial implications ○ Resources ○ Local, regional, and state level ○ Various segments ■ 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)	● Motivations for travel ○ Business ○ Pleasure ○ Family commitments/issues, community support/involvement ○ 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.)	● Aspects of tourism ○ 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.),	● Local tourism

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.)	○ Hiking
	○ Historical sites
	○ Military, etc.
	● What drives tourism
	  ○ Geographic
	  ○ Climate
	  ○ Environmental characteristics
	● How tourism is marketed and advertised
	  ○ 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	● Modes of transportation
	  ○ Road
	  ○ Rail
	  ○ Water
	  ○ Air

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.)	● Convention and Visitors Bureau (CVB)
	  ○ Funded by local government
	  ○ Promotes economic development of the community, etc.

5.7 Create customized tours/promotional packages targeted to individuals or group market	● 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 plus air, etc.)

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.)	● Career paths in the travel and tourism sector
	  ○ Travel agent/Specialist/Planner
	  ○ Tour guide/Docent
	  ○ Food and beverage server
	  ○ Customer service
	  ○ Military
	  ○ Cruise director
	  ○ Transportation
	  ○ Event planner
	  ○ Marketing manager
	  ○ Flight attendant

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)	- In-person or virtual events - Meetings - Conferences - Conventions - Expositions - Farmers market - Weddings - Birthday parties - The purpose of events - Promote - Celebrate - Rally - Inform an audience - Educate - Conference - Size, purpose, content, decorations, themes, target group, venue, etc.
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.]	- Components of effective event coordination - Effective verbal and written communication skills - Relationship building - Internal - 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.)	- Event plan - Theme - Floor plan - Menu - Logistics - Budget - Promotion - Entertainment
6.4 Explain the role of third-party event coordinators (i.e., middleman planners, implementation and management of event strategies, etc.)	- Role of third-party event coordinators - Middleman planners - Implementation and management of event strategies, etc.
6.5 Identify career paths in the event planning sector (i.e., event	Career paths in the event planning sector

assistant, party host, social media/online events manager, CMP certified meeting planner, caterer, banquet captain, etc.)	○ Event assistant ○ Party host ○ Social media/online events manager ○ CMP certified meeting planner ○ Caterer ○ Banquet captain ○ Event managers ○ Event coordinators ○ Wedding planner

Domain 2 Guest Service Essentials
Instructional Time 30 - 40%

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.)	● Historical development of the hospitality industry ○ Bartering for lodging ○ The Renaissance ○ Industrial Revolution ○ Contemporary World to present ● Contributions for different time periods/society Egyptians, Romans, the Sumerians, French Revolution, Colonial times
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.)	● Scope and role of the industry in the state, nationally, and internationally ○ 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)	● Key sectors of the industry ○ Food and beverage ○ Lodging ○ Entertainment and recreation ○ Travel and tourism ○ 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.]	● Organizations that support the industry at local, regional, and state levels ● How they positively and negatively impact the industry ○ Tourism Bureaus (local, state, national) ■ Arizona Lodging and Tourism Association (AzLTA) ■ Arizona Office of Tourism (AOT)

	○ Chamber of Commerce (local, state, national) ▪ Arizona Chamber of Commerce ● Hospitality Marketing ○ National Restaurant Association ○ Michelin Rating ○ Arizona Restaurant Association (ARA) ○ Forbes Star Rating ○ AAA
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.)	● Trends in the industry based on customer behavior, services, and technology ○ Safety and hygiene ○ Green initiatives ○ Local experience ○ Food ○ Smart rooms ○ Food trucks ○ Healthy eating ● Internet or web-based service ○ Contactless payment and mobile check-in ○ Mobile paying ○ Kiosk ○ Self-ordering menu ○ App based ○ Personalized guest services ○ Online booking/ordering
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	● Point of Sales System ● Online Customer Management System ● Kiosks ● Property Management System ● Internet booking ● Mobile paying ● Smart rooms
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.)	● Basic skills needed for an entry-level position in the industry ○ 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.)	● Online programs, courses, certifications, training, and resources for progression in the hospitality industry
	   ○ Skills for a job anywhere in the world
	   ○ Role of human interaction
	   ○ Safe food handling procedures
	   ○ Guest Service procedures, etc.

1.9 Apply industry terminology to increase communication, improve efficiency, ensure consistency, and avoid cultural and/or linguistic misunderstandings	● Industry terminology

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.)	● The costs, challenges, and trends of sustainability in the industry
	   ○ 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 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.]	● Qualities and characteristics of a successful service professional
	   ○ Adaptable
	   ○ Ability to cope with stress
	   ○ Think quickly
	   ○ Outgoing personality
	   ○ Empathy
	   ○ 3 P's (professionalism, patience, and people-first attitude)
	   ○ Eye contact
	   ○ Smile
	   ○ Greeting
	   ○ Appropriately dressed
	   ○ Attentive to customer
	   ○ Customer focused
	   ○ Active listening

7.2 Apply terminology to facilitate internal communication; concepts that influence the customer experience; and principles to achieve customer service excellence	● Industry terminology

7.3 Explain how cultural, ethnic, gender, and/or generational differences affect interpersonal interactions (i.e., the ability to communicate successfully, etc.)	- Cultural, ethnic, gender, and/or generational differences affect interpersonal interactions - The ability to communicate successfully, etc.
7.4 Identify common strategies of companies with exceptional customer service	- Managing customer service - Training and proper expectations set - Analyzing customer service - Internal service - Customer focused practices
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.)	- Company cultures and how they impact customer service/experience - 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	- Proactive - Helping a guest with their luggage as soon as you see they need assistance - Reactive - Seeing a guest needing help, but not assisting until asked
7.7 Analyze guest feedback and develop strategies to improve the overall guest experience based on evaluation results	- Guest Service Measurement (GSM) - Surveys - Comment cards - Review online reviews
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.)	- Customer retention and recovery strategies in relation to an unsatisfactory experience - Explore/share negative experiences - Urgency - Sincere apology - Listen with empathy - Allow customer to vent - Have positive attitude - Offer solutions - Follow through
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.)	- Customer retention strategies in relation to a satisfactory experience - Strong brand and its offering - Cost effectiveness of retaining customers vs. acquiring new customers - Listen with empathy

	○ Allow customer to share their experience ○ Have positive attitude ○ Offer gratitude ○ Follow through
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.)	● Guest services skills as they relate to the overall guest experience ○ 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.)	● Service needs of different types of cultures and customers ○ Pleasure vs. business travel ○ Social and cultural etiquette, etc.
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.)	● Safety issues relevant to the hospitality industry ○ 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	● Risk management ○ OSHA requirements ○ Food Safety ○ Emergency Action Plans

9.3 Develop safety practices (i.e., Food Handlers Cert, AHLA, OSHA, SERV Safe, etc.)	● Safety practices
	○ Food Handlers Cert
	○ American Hotel and Lodging Association (AHLA)
	○ Occupational Safety and Health Administration (OSHA)
	○ SERV Safe
	○ Emergency Action Plans
	  ■ Evacuation Plans
	  ■ Rescue and Medical Duties
	  ■ First Aid

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]	● Emergency plan for preventing, responding, and recovering ○ Bloodborne pathogens ○ Crisis management (active shooter/terrorism) ○ Food safety ○ 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.)	● Procedures to ensure facility compliance with health and safety regulations ○ Fire safety ○ Chlorine levels in pools ○ Vehicle key safety ○ Property access ○ Food safety and sanitation, etc. ■ Hazard Analysis and Critical Control Points (HACCP)
9.6 Manage the use and storage of chemicals	● Proper storage of chemicals ○ OSHA ○ Material Safety Data Sheets (MSDS)

Domain 3 Management Essentials
Instructional Time 10 - 15%

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.)	● Human resource management functions ○ 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	● Employee rights ○ Safety ○ Harassment ○ Discrimination
8.3 Develop effective recruitment strategies to source quality internal and external employees (i.e., advertising positions effectively and appealingly, incentive programs, benefits, etc.)	● Effective recruitment strategies to source quality internal and external employees ○ 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)	● Current trends and strategies of employee retention 　○ Team building 　○ Recognition 　○ Engagement 　○ Training 　○ Incentive programs
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]	● On the job harassment 　○ Unwelcome conduct 　○ Unlawful contact 　○ Quid pro quo, etc. ● Discrimination based on protected characteristics 　○ Race 　○ Color 　○ Religion 　○ Sexual orientation 　○ National origin 　○ Age 　○ Pregnancy 　○ Disability 　○ 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.)	● Employee wellness 　○ Social/physical well-being 　○ Drugs/alcohol 　○ Crime in the workplace 　○ Being proactive 　○ Mental health, etc.
8.7 Provide awareness for compliance of sensitivity to individuals with disabilities through discussion of Americans with Disabilities Act (ADA) and Occupational Safety and Health Administration (OSHA) regulations	● Compliance and Regulations 　○ Americans with Disabilities Act (ADA) 　○ Occupational Safety and Health Administration (OSHA)
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.)	● Hiring process 　○ Recruiting 　○ Screening 　○ Orienting 　○ Training, etc. ● Job descriptions ● Effective interviewing and hiring

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.)	• Employee performance evaluation tools and methods
	  ○ 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.)]	• Four management functions
	  ○ Planning
	  ○ Organizing
	  ○ Directing
	  ○ Controlling operations
	    ■ 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	• Organizational cultures
	  ○ Beliefs
	  ○ Values
	  ○ Attitudes that define a company
	• Mission statement (company's purpose)
	• Vision statement (goal of organization)

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.)	• Team-building methods used by managers
	  ○ 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.)	• Options in technology and leadership strategies for time and task management
	  ○ Planners
	  ○ Calendars
	  ○ Reminders
	  ○ Delegation/prioritization of tasks
	  ○ Routines
	  ○ Email
	  ○ Electronics, etc.

11.7 Identify types and functions of organizational charts (i.e., roles,	• Types and functions of organizational charts

relationships, etc.)	○ 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.)	● The role of the manager in enforcing policies and procedures ○ Consequences ○ Safety and emergencies ○ Social media, etc.
11.9 Describe characteristics of an effective leader (i.e., integrity, professionalism, motivator, etc.)	● Characteristics of an effective leader ○ Integrity ○ Professionalism ○ Motivator ○ Supportive, 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)	● Management ○ Strategic ○ Setting and achieving day-to-day operations ● Leadership ○ 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.)	● Staffing and scheduling plan ○ Including adjustments for call outs ○ Pandemics ○ Unforeseen circumstances ○ Sales ○ Events ○ Employee privacy, etc.
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	● Ethical vs. legal/illegal
13.2 Define ethical and unethical behavior and consequences in the workplace (e.g., theft, privacy considerations, and code of conduct)	● Ethical vs. unethical behavior ○ Theft ○ Privacy considerations ○ Code of conduct ● Ethical decision making ● Consequences
13.3 Identify legal issues concerning employment in the hospitality industry (e.g., drug testing, hiring practices, safety, discrimination, privacy, harassment, and Title VII)	● Legal issues concerning employment in the hospitality industry ○ Drug testing ○ Hiring practices

	○ Safety ○ Discrimination ○ Privacy ○ Harassment ○ Title VII ● Disciplinary action ○ Improvement plans ○ Warnings, etc.
13.4 Identify legal issues that impact the industry (e.g., consumer protection, duty of care, and human trafficking)	● Legal issues that impact the industry ○ Consumer protection ○ Duty of care ○ Human trafficking ○ Equal employment opportunity ○ Anti-discrimination ○ Workplace relations ○ Truth in menu laws ○ Sexual harassment ○ Discrimination ○ Negligence

Domain 4 Executive Management
Instructional Time 5 - 10%

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.)	● Components of a marketing plan ○ Market research ○ Target market ○ Positioning ○ Competitive analysis ○ Budget, etc.
10.2 Identify tasks related to hospitality and tourism, sales, and group sales	● Travel packages ● Guest communication ● Guest considerations ● Tours, activities, and attractions ● Travel itinerary

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.)	● Market segmentation
	● Target-market strategies
	  ○ Current trends
	  ○ Seasonality
	  ○ Demographics
	  ○ Geographics
	  ○ Psychographics, etc.

10.4 Explain the Five Ps of marketing (e.g., people, price, product, promotion, and placement)	● The Five Ps of marketing
	  ○ People
	  ○ Price
	  ○ Product
	  ○ Promotion
	  ○ 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.)	● Current e-commerce trends and their use in marketing plans
	  ○ Mobile apps
	  ○ Online payments
	  ○ Online bookings
	  ○ Personalization
	  ○ Artificial Intelligence (AI)
	  ○ Data analytics, etc.

10.6 Define the of role of branding, brand identification, and image development	● Distinct classification of products/service based on quality, reputation, and consistency ● Customer expectations
10.7 Compare and contrast the features and benefits of products and services of hospitality sectors to sell strategically	● Benefit analysis

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.)	● Common types of marketing
	  ○ Cause marketing
	  ○ Advertising
	  ○ Community relations/social responsibility
	  ○ Loyalty programs
	  ○ Referral programs
	  ○ Sales promotions
	  ○ Direct sales

STANDARD 12.0 EXPLORE FINANCIAL MANAGEMENT IN THE HOSPITALITY INDUSTRY	
12.1 Explain the purpose of budgeting	- Budget - Overspending implications - Cost control - Fixed vs. variable costs
12.2 Differentiate among revenues and expenses and the effect it has on breaking even, profit, or loss	- Revenue - Expenses - Break even - Profit - 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.]	- Revenue management concepts and functions - Operating ratios - Average Daily Rate (ADR) - RevPAR (revenue per available room) - RevPAR Index - RevPASH (revenue per available seat hour) - Yield management - Profitability ratios - Profit margin - Return on investment (ROI)
12.4 Compare and contrast independent versus franchise operations (e.g., economy of scale and franchise fees and royalties)	- Independent versus franchise operations - Economy of scale - Franchise fees - 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.)	- Economic trends that have a positive and negative impact on the industry - 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.)	- Purchasing and receiving practices and procedures - Quality and quantity - Cost effectiveness - Storage

	○ Inventory
12.7 Evaluate the impact of labor costs and labor management to profitability and business success	● Minimum wage, effect on prices and employee ● Hours/benefits/training ● Productivity of labor force ● Use technology/AI in forecasting and scheduling staff ● Labor cost percentage (Total Labor Costs $ / Total sales Revenue $)