



Hospitality Management

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Embedded Economics Credit Crosswalk

The Hospitality Management program has been recognized by the Arizona State Board of Career and Technical Education (CTE) as being eligible for consideration by local governing boards to grant 0.5 credits of Social Studies: Economics. The information below is the result of a committee analysis completed in September 2023.

Hospitality Mgt Standards	AZ Econ Standards	Reasoning/Rationale
STANDARD 1.0 EXAMINE THE HOSPITALITY AND TOURISM		
<p>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.)</p>	<p>HS.E1.1 Economics: Evaluate how and why people make choices to improve their economic well-being.</p> <p>HS.E2.1 Economics: Explain how scarcity results in economic decisions and evaluate their impact on individuals, institutions, and societies.</p> <p>HS.E2.2 Economics: Analyze how incentives influence economic choices for individuals, institutions, and societies.</p> <p>HS.E3.1 Economics: Explain how buyers and sellers interact to create markets and market structures.</p> <p>HS.E3.4 Economics: Explain the distinct types of business organizations and analyze the role of innovation and entrepreneurship in a market economy.</p> <p>HS.E4.2 Economics: Evaluate the economic conditions that lead to fiscal and monetary policy choices and explain their impact on households and businesses.</p> <p>HS.E4.4 Economics: Explain the effect of advancements in technology and training on economic growth and standards of living.</p>	<p>Travel and Tourism began as people sought to improve their economic well-being through traveling to trade.</p> <p>When there is a short supply of customers, restaurants, and hotels may open locations near railroads, airports, and other populated areas.</p> <p>People travel for business or pleasure. Expanded modes of transportation allow hospitality businesses to expand.</p> <p>The origins of travel began with the ancient Sumerians trading in taverns.</p> <p>As history progressed, entrepreneurs innovated the different sectors to meet the needs of guests. The lodging sector diversified into bed and breakfasts, inns, hotels, and motels.</p> <p>Governmental fiscal policies impact the hospitality industry. In the Dark Ages progress was slowed while growth was documented during the Roman Empire/Industrial Revolution.</p> <p>Technology has facilitated access to new travel destinations resulting in more places to start up restaurants, hotels, etc. Improvements in business practices. (Ellsworth Statler)</p>

Standards used in this Crosswalk: AZ History and Social Studies (Economics) revised in 2018 and CTE Hospitality Management revised in 2023

	<p>HS.E5.1 Economics: Evaluate the advantages and disadvantages of global trade.</p> <p>HS.E5.2 Economics: Evaluate how interdependence impacts individuals, institutions, and societies.</p> <p>HS.E5.3 Economics: Explain why nations chose to trade and how it is regulated.</p> <p>HS.E5.4 Economics: Explain how national economies influence trade.</p>	<p>Trading helped grow the hospitality industry.</p> <p>Individuals, businesses, and countries benefit from trade and travel.</p> <p>Nationally imposed barriers to travel and trade can impact the local economy and exchange rates.</p>
<p>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.)</p>	<p>HS.E3.1 Economics: Explain how buyers and sellers interact to create markets and market structures.</p> <p>HS.E4.1 Economics: Use economic data to analyze the health of a national economy.</p> <p>HS.E4.2 Economics: Evaluate the economic conditions that lead to fiscal and monetary policy choices and explain their impact on households and businesses.</p> <p>HS.E4.3 Economics: Explain the roles of institutions in a market economy.</p> <p>HS.E5.1 Economics: Evaluate the advantages and disadvantages of global trade.</p> <p>HS.E5.2 Economics: Evaluate how interdependence impacts individuals, institutions, and societies.</p> <p>HS.E5.3 Economics: Explain why nations chose to trade and how it is regulated.</p> <p>HS.E5.4 Economics: Explain how national economies influence trade.</p>	<p>In the hospitality industry, sellers provide options for buyers. State and national governments can assist with promotions, or establish their own hospitality options for buyers.</p> <p>Hospitality is a top contributor to GDP and a leading workforce employer that is valued by local governments.</p> <p>Fiscal and monetary policies are based on how local governments view the contributions of travel and tourism promotions.</p> <p>The creation of tourism bureaus has contributed to a positive impact on the economy.</p> <p>Investigate the impact of foreign currency exchange rates and balance of trade.</p> <p>Investigate the advantages and disadvantages of how local governments, states, and countries promote travel and trade.</p>
<p>1.3 Identify key sectors of the industry (e.g., food and beverage, lodging, entertainment and recreation, travel and tourism, and meetings and events)</p>	<p>HS.E3.1 Economics: Explain how buyers and sellers interact to create markets and market structures.</p> <p>HS.E4.2 Economics: Evaluate the economic conditions that lead to fiscal and monetary policy choices</p>	<p>Sellers in different sectors provide buyers with various options.</p> <p>Sectors must comply with policies created by the governing body. These agencies include the US</p>

	<p>and explain their impact on households and businesses.</p> <p>HS.E4.3 Economics: Explain the roles of institutions in a market economy.</p> <p>HS.E5.2 Economics: Evaluate how interdependence impacts individuals, institutions, and societies.</p>	<p>Department of Transportation, Food and Drug Administration, ADA, OSHA, food handler safety, minimum wage requirements, and IRS tax enforcement.</p> <p>A market economy has provided an economic system in which institutions within the different sectors of hospitality provide services and goods.</p> <p>Institutions within the different sectors of hospitality provide options that adjust to individual and local society's wants and needs. Example: The lodging sector provides convention hotels in large cities and motels in areas near the highways for affordable accommodations and easy access.</p>
<p>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.]</p>	<p>HS.E3.3 Economics: Evaluate the role of government in regulating marketplaces.</p> <p>HS.E3.4 Economics: Explain the distinct types of business organizations and analyze the role of innovation and entrepreneurship in a market economy.</p> <p>HS.E4.3 Economics: Explain the roles of institutions in a market economy.</p> <p>HS.E4.2 Economics: Evaluate the economic conditions that lead to fiscal and monetary policy choices and explain their impact on households and businesses.</p> <p>HS.E5.1 Economics: Evaluate the advantages and disadvantages of global trade.</p> <p>HS.E5.4 Economics: Explain how national economies influence trade.</p>	<p>Supporting organizations are often government agencies such as the National Travel and Tourism Office, Arizona Office of Tourism, and SBA.gov.</p> <p>SBA.gov can help entrepreneurs start a hospitality business or assist in the purchase of a franchise business in hospitality. Tourism bureaus help promote local hospitality businesses. The Chamber of Commerce can help entrepreneurs partner together.</p> <p>Tourism generates revenue and income. Tourism bureaus will help guide favorable policies.</p> <p>A strong chamber of commerce or a local, state, or national tourism bureau can help businesses expand or promote internationally.</p>
<p>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.)</p>	<p>HS.E1.5 Economics: Evaluate the ways insurance may minimize personal financial risk.</p> <p>HS.E2.2 Economics: Analyze how incentives influence economic choices for individuals, institutions, and societies.</p>	<p>Determine what institutions do to mitigate risks of costly accidents or lawsuits.</p> <p>Self-service, pick-up/delivery services, digital keys, and phone applications are attractive choices.</p>

	<p>HS.E4.1 Economics: Use economic data to analyze the health of a national economy.</p> <p>HS.E4.4 Economics: Explain the effect of advancements in technology and training on economic growth and standards of living.</p> <p>HS.E5.3 Economics: Explain why nations chose to trade and how it is regulated.</p>	<p>The health of the economy is often reflected in travel numbers.</p> <p>Technology advancements have changed how business is conducted. Provides a wider customer reach, application improvements, accessibility, and self-service kiosks.</p> <p>Internet and Phone applications make it easier for C2B and B2B between consumers and businesses of different countries.</p>
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	HS.E4.4 Economics: Explain the effect of advancements in technology and training on economic growth and standards of living.	Technology provides more and more options for guests to make travel, restaurant, and lodging reservations. Kiosks, self-service stations, and phone applications provide less face-to-face contact with employees.
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.)	<p>HS.E1.1 Economics: Evaluate how and why people make choices to improve their economic well-being.</p> <p>HS.E1.2 Economics: Analyze the factors that influence how and why people make budgeting and saving choices.</p> <p>HS.E1.4 Economics: Compare the cost and benefits of several types of investments.</p>	<p>Sustainability is an alternative that adds value. Institutions must review their budgets to evaluate the value of the short and long-term sustainability options.</p> <p>Before Hospitality businesses invest in sustainability, they must consider the long-term value sustainability efforts can mean for their company.</p>

	<p>HS.E2.1 Economics: Explain how scarcity results in economic decisions and evaluate their impact on individuals, institutions, and societies.</p> <p>HS.E2.3 Economics: Use cost-benefit analysis and/or marginal analysis to evaluate an economic issue.</p> <p>HS.E4.4 Economics: Explain the effect of advancements in technology.</p>	<p>Reviewing the opportunity costs and trade-offs of sustainability options.</p> <p>Determine the impact of sustainable options.</p> <p>Technology advancements are making it easier for users to switch to sustainable options.</p>
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Hospitality Mgt Standards	AZ Econ Standards	Reasoning/Rationale
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STANDARD 2.0 ANALYZE THE LODGING SECTOR
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<p>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.)]</p>	<p>HS.E1.1 Economics: Evaluate how and why people make choices to improve their economic well-being.</p> <p>HS.E1.2 Economics: Analyze the factors that influence how and why people make budgeting and saving choices.</p> <p>HS.E2.1 Economics: Explain how scarcity results in economic decisions and evaluate their impact on individuals, institutions, and societies.</p> <p>HS.E2.2 Economics: Analyze how incentives influence economic choices for individuals, institutions, and societies.</p> <p>HS.E3.4 Economics: Explain the distinct types of business organizations and analyze the role of innovation and entrepreneurship in a market economy.</p> <p>HS.E4.3 Economics: Explain the roles of institutions in a market economy.</p>	<p>Evaluate the pros and cons of different classifications of lodging facilities/properties for guests.</p> <p>Review property types and amenities for budgets.</p> <p>Scarcity is a factor in determining prices, lodging property types, amenities, and options for a destination.</p> <p>Institutions are incentivized to offer amenities and property types to meet the needs of their customers.</p> <p>Lodging properties are organized differently. Entrepreneurs innovate properties to meet the needs and wants of consumers.</p> <p>Institutions are incentivized to make money. Properties that meet the needs of their customers will make profits for the institution.</p>
<p>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.,</p>	<p>HS.E3.4 Economics: Explain the distinct types of business organizations and analyze the role of innovation and entrepreneurship in a market economy.</p>	<p>Evaluate why there are different types of lodging properties.</p>

<p>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.)]</p>		
<p>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.)</p>	<p>HS.E3.1 Economics: Explain how buyers and sellers interact to create markets and market structures.</p>	<p>Review the process that buyers/customers go through in selecting a property type as well as the overall experience sellers/institutions provide for them.</p>
<p>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.]</p>	<p>HS.E1.1 Economics: Evaluate how and why people make choices to improve their economic well-being.</p> <p>HS.E1.2 Economics: Analyze the factors that influence how and why people make budgeting and saving choices.</p> <p>HS.E2.1 Economics: Explain how scarcity results in economic decisions and evaluate their impact on individuals, institutions, and societies.</p> <p>HS.E2.2 Economics: Analyze how incentives influence economic choices for individuals, institutions, and societies.</p>	<p>Customers consider multiple factors when making their choice of lodging.</p> <p>Customers have multiple properties and amenities to choose from to stay within their budget.</p> <p>Scarcity can be a factor in the prices offered by institutions. Busy weekends can yield fewer rooms at higher prices.</p> <p>Customers are incentivized by the amenities offered. Institutions are incentivized to win over guests through amenities.</p>
<p>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.]</p>	<p>HS.E3.1 Economics: Explain how buyers and sellers interact to create markets and market structures.</p> <p>HS.E4.4 Economics: Explain the effect of advancements in technology and training on economic growth and standards of living.</p>	<p>Lodging properties/sellers offer various ways for buyers to make reservations.</p> <p>Technology offers new ways for buyers and sellers to interact. Internet, phone applications, kiosks, in-room television, etc.</p>
<p>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</p>	<p>HS.E1.1 Economics: Evaluate how and why people make choices to improve their economic well-being.</p>	<p>Amenities are used to make a property a more favorable choice for customers.</p>

	<p>HS.E1.2 Economics: Analyze the factors that influence how and why people make budgeting and saving choices.</p> <p>HS.E2.1 Economics: Explain how scarcity results in economic decisions and evaluate their impact on individuals, institutions, and societies.</p> <p>HS.E2.2 Economics: Analyze how incentives influence economic choices for individuals, institutions, and societies.</p> <p>HS.E4.4 Economics: Explain the effect of advancements in technology and training on economic growth and standards of living.</p>	<p>Amenities can influence customer value and budgeting.</p> <p>Scarcity can determine amenities offered by a property as well as what an individual is willing to pay.</p> <p>Amenities are incentives.</p> <p>Technology advancements provide more guest amenities.</p>
<p>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.]</p>		
<p>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</p>		
<p>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.)</p>	<p>HS.E1.4 Economics: Compare the cost and benefits of several types of investments.</p> <p>HS.E2.1 Economics: Explain how scarcity results in economic decisions and evaluate their impact on individuals, institutions, and societies.</p> <p>HS.E2.3 Economics: Use cost-benefit analysis and/or marginal analysis to evaluate an economic issue.</p>	<p>Corporations, entrepreneurs, and investors must review forms of business ownership to determine which is the best investment.</p> <p>Scarcity can determine which type of business operation an entrepreneur decides to start.</p> <p>Entrepreneurs must determine which option (franchise, sole-proprietorship, or corporation) is financially the best option.</p>

	HS.E3.4 Economics: Explain the distinct types of business organizations and analyze the role of innovation and entrepreneurship in a market economy	Entrepreneurs must review options of business types they want to operate.
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.)	HS.E1.1 Economics: Evaluate how and why people make choices to improve their economic well-being.	Lodging sector opportunity costs and benefits.
Hospitality Mgt Standards	AZ Econ Standards	Reasoning/Rationale
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.)	<p>HS.E1.1 Economics: Evaluate how and why people make choices to improve their economic well-being.</p> <p>HS.E3.4 Economics: Explain the distinct types of business organizations and analyze the role of innovation and entrepreneurship in a market economy.</p> <p>HS.E4.3 Economics: Explain the roles of institutions in a market economy.</p>	<p>Investigate the pros and cons of different classifications of food and beverage operations.</p> <p>Review the different types of food and beverage operations that entrepreneurs have started.</p> <p>Institutions attempt to provide individuals with the food and beverage options they need and want.</p>
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.)	<p>HS.E1.1 Economics: Evaluate how and why people make choices to improve their economic well-being.</p> <p>HS.E1.2 Economics: Analyze the factors that influence how and why people make budgeting and saving choices.</p>	<p>Investigate how restaurant classifications can influence customer choices.</p> <p>Review restaurant classifications and their pricing.</p>

Standards used in this Crosswalk: AZ History and Social Studies (Economics) revised in 2018 and CTE Hospitality Management revised in 2023

	<p>HS.E2.1 Economics: Explain how scarcity results in economic decisions and evaluate their impact on individuals, institutions, and societies.</p> <p>HS.E3.4 Economics: Explain the distinct types of business organizations and analyze the role of innovation and entrepreneurship in a market economy.</p>	<p>Scarcity can be a factor in determining restaurant options, menu options, locations, hours of operation, etc.</p> <p>Entrepreneurial innovations have contributed to new types of food and beverage operations.</p>
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)]	<p>HS.E1.1 Economics: Evaluate how and why people make choices to improve their economic well-being.</p> <p>HS.E2.1 Economics: Explain how scarcity results in economic decisions and evaluate their impact on individuals, institutions, and societies.</p> <p>HS.E4.4 Economics: Explain the effect of advancements in technology and training on economic growth and standards of living.</p>	<p>Sustainable diets are protective and respectful of biodiversity and ecosystems, culturally acceptable, accessible, economically fair and affordable; nutritionally adequate, safe and healthy; while optimizing natural and human resources.</p> <p>Scarcity is a factor in determining whether businesses continue using sustainable food sources or are forced to look for other options.</p> <p>Advancements in technology make it easier to convert toward sustainable food.</p>
3.8 Analyze food and beverage in managed service operations (i.e., hospitals, university food service, airlines, etc.)	<p>HS.E1.1 Economics: Evaluate how and why people make choices to improve their economic well-being.</p> <p>HS.E1.4 Economics: Compare the cost and benefits of several types of investments.</p> <p>HS.E2.1 Economics: Explain how scarcity results in economic decisions and evaluate their impact on individuals, institutions, and societies.</p>	<p>Review the pros and cons of food and beverage options in managed service operations.</p> <p>In-house or contracted-out food options require different investment types.</p> <p>Scarcity is a major factor when deciding between in-house operations or contracting out.</p>

	HS.E2.3 Economics: Use cost-benefit analysis and/or marginal analysis to evaluate an economic issue.	The cost benefits of operating in-house vs. paying a contract food operator must be analyzed.
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	HS.E1.2 Economics: Analyze the factors that influence how and why people make budgeting and saving choices. HS.E2.3 Economics: Use cost-benefit analysis and/or marginal analysis to evaluate an economic issue.	Menu prices must cover costs and at the same time, be favorable to their customer's budgets. Calculations are made to determine food costs and the potential profits for menu prices.
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.)	HS.E1.1 Economics: Evaluate how and why people make choices to improve their economic well-being. HS.E2.3 Economics: Use cost-benefit analysis and/or marginal analysis to evaluate an economic issue. HS.E3.2 Economics: Evaluate how numerous factors and conditions influence market prices.	Investigate the benefits of catering operations. Review costs of catering options for events. Consider factors in catering that impact pricing i.e., time of year, time of day, day of the week, size of event, location, etc.
3.11 Describe the role of franchising in the food and beverage industry (i.e., costs, buy-in, financial commitments, brands, standards, etc.)	HS.E1.4 Economics: Compare the cost and benefits of several types of investments. HS.E2.2 Economics: Analyze how incentives influence economic choices for individuals, institutions, and societies. HS.E3.4 Economics: Explain the distinct types of business organizations and analyze the role of innovation and entrepreneurship in a market economy. HS.E4.1 Economics: Use economic data to analyze the health of a national economy.	Franchising can be a worthwhile investment alternative for an entrepreneur or investor. Entrepreneurs select franchising to suit their needs. Franchises use models to expand their operations. Various types of franchising options are available. Economic data can be used to determine if it is the best time for an entrepreneur to purchase a franchise.
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)	HS.E2.1 Economics: Explain how scarcity results in economic decisions and evaluate their impact on individuals, institutions, and societies. HS.E2.3 Economics: Use cost-benefit analysis and/or marginal analysis to evaluate an economic issue. HS.E4.4 Economics: Explain the effect of advancements in	Scarcity can help necessitate new recycling procedures. Determine if the costs of recycling have a benefit. Enhancements in technology helps to make recycling procedures easier to implement.

	technology and training on economic growth and standards of living.	
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.)	HS.E1.1 Economics: Evaluate how and why people make choices to improve their economic well-being.	Evaluate career paths in the food and beverage sector.
Hospitality Mgt Standards	AZ Econ Standards	Reasoning/Rationale
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.)	<p>HS.E1.1 Economics: Evaluate how and why people make choices to improve their economic well-being.</p> <p>HS.E1.2 Economics: Analyze the factors that influence how and why people make budgeting and saving choices.</p> <p>HS.E2.1 Economics: Explain how scarcity results in economic decisions and evaluate their impact on individuals, institutions, and societies.</p> <p>HS.E3.2 Economics: Evaluate how numerous factors and conditions influence market prices</p>	<p>Same as Standard 2.1 but related to recreational venue choices.</p> <p>Government-sponsored and commercial recreation offer affordable options.</p> <p>Scarcity has pushed for more government-sponsored forms of recreation i.e., national parks and museums.</p> <p>Review the factors that impact recreational pricing i.e., off-peak, on-peak seasons, time of day/month/year, events, ticket packages, innovations, etc.</p>
4.2 Research ideas needed to develop programs and/or products unique to each venue	<p>HS.E1.1 Economics: Evaluate how and why people make choices to improve their economic well-being.</p> <p>HS.E1.2 Economics: Analyze the factors that influence how and why people make budgeting and saving choices.</p> <p>HS.E1.4 Economics: Compare the cost and benefits of several types of investments.</p> <p>HS.E2.3 Economics: Use cost-benefit analysis and/or marginal analysis to evaluate an economic issue.</p> <p>HS.E3.1 Economics: Explain how buyers and sellers interact to</p>	<p>Investigate how programs, products, and venues are developed based on customer demand.</p> <p>The industry has the ability to offer program/product options for different most budgets.</p> <p>Review programming and product options to determine the best investment.</p> <p>Review cost-benefits of programs and products for each venue.</p> <p>Sellers must create events that buyers are willing to pay to attend.</p>

	create markets and market structures.	
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.)	HS.E1.1 Economics: Evaluate how and why people make choices to improve their economic well-being.	Evaluate career paths in recreation.
Hospitality Mgt Standards	AZ Econ Standards	Reasoning/Rationale
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)	HS.E1.1 Economics: Evaluate how and why people make choices to improve their economic well-being.	Consider factors of why people travel and what determines their travel choices.
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.)	<p>HS.E1.1 Economics: Evaluate how and why people make choices to improve their economic well-being.</p> <p>HS.E1.2 Economics: Analyze the factors that influence how and why people make budgeting and saving choices.</p> <p>HS.E2.1 Economics: Explain how scarcity results in economic decisions and evaluate their impact on individuals, institutions, and societies.</p> <p>HS.E2.2 Economics: Analyze how incentives influence economic choices for individuals, institutions, and societies.</p> <p>HS.E2.3 Economics: Use cost-benefit analysis and/or marginal analysis to evaluate an economic issue.</p>	<p>People select travel options for both business and pleasure.</p> <p>People select travel options based on factors such as limited or scarce resources to travel. Promoters of tourism provide options for potential travelers.</p> <p>Institutions, countries, and societies are incentivized to reach target markets.</p> <p>Institutions review their promotional offerings for profitability. Potential customers review options that fit their budget.</p>

	<p>HS.E3.1 Economics: Explain how buyers and sellers interact to create markets and market structures.</p> <p>HS.E3.2 Economics: Evaluate how numerous factors and conditions influence market prices.</p> <p>HS.E3.4 Economics: Explain the distinct types of business organizations and analyze the role of innovation and entrepreneurship in a market economy.</p> <p>HS.E5.1 Economics: Evaluate the advantages and disadvantages of global trade.</p>	<p>Investigate the methods used to promote travel options as well as how buyers and sellers interact.</p> <p>Factors such as the weather, the economy, or the environment can impact travel volume.</p> <p>Global trade policies have increased travel volumes in ecotourism, cultural tourism, dark tourism, medical tourism, religious, sports, adventure, etc.</p>
<p>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.)</p>	<p>HS.E1.1 Economics: Evaluate how and why people make choices to improve their economic well-being.</p> <p>HS.E1.2 Economics: Analyze the factors that influence how and why people make budgeting and saving choices.</p> <p>HS.E2.1 Economics: Explain how scarcity results in economic decisions and evaluate their impact on individuals, institutions, and societies.</p> <p>HS.E2.2 Economics: Analyze how incentives influence economic choices for individuals, institutions, and societies.</p> <p>HS.E3.1 Economics: Explain how buyers and sellers interact to create markets and market structures.</p> <p>HS.E3.2 Economics: Evaluate how numerous factors and conditions influence market prices.</p> <p>HS.E3.4 Economics: Explain the distinct types of business organizations and analyze the role of innovation and entrepreneurship in a market economy.</p> <p>HS.E4.2 Economics: Evaluate the economic conditions that lead to fiscal and monetary policy choices and explain their impact on households and businesses.</p>	<p>Research why certain travel destinations are desirable for different target market groups.</p> <p>Research results reveal common economic concepts such as choices/scarcity, incentives, factors in the decision-making process, fiscal and monetary policies. Research also reveals how individuals, institutions, businesses, and countries can address travel related issues differently.</p>

	HS.E4.3 Economics: Explain the roles of institutions in a market economy.	
5.5 Identify the different modes of transportation (e.g., road, rail, water, and air) and how they play a huge role in tourism	<p>HS.E1.1 Economics: Evaluate how and why people make choices to improve their economic well-being.</p> <p>HS.E2.1 Economics: Explain how scarcity results in economic decisions and evaluate their impact on individuals, institutions, and societies.</p> <p>HS.E2.3 Economics: Use cost-benefit analysis and/or marginal analysis to evaluate an economic issue.</p>	<p>Determine the best mode of travel transportation from available options.</p> <p>Scarcity can determine what travel options are available as well as which is most attractive due to cost/benefits.</p> <p>Review the cost-benefits of travel options and select which best meets their needs.</p>
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.)	<p>HS.E3.3 Economics: Evaluate the role of government in regulating marketplaces.</p> <p>HS.E3.4 Economics: Explain the distinct types of business organizations and analyze the role of innovation and entrepreneurship in a market economy.</p> <p>HS.E4.2 Economics: Evaluate the economic conditions that lead to fiscal and monetary policy choices and explain their impact on households and businesses.</p> <p>HS.E4.3 Economics: Explain the roles of institutions in a market economy.</p> <p>HS.E5.2 Economics: Evaluate how interdependence impacts individuals, institutions, and societies.</p>	<p>Governments often fund recreational activities (museums, parks, etc.) and transportation. Tourism bureaus and organizations help promote destinations.</p> <p>AAA, Tourism Bureaus, and Chamber of Commerce work together with local businesses and entrepreneurs to promote tourism.</p> <p>Policies can be implemented by local governments to help promote or even deter tourism.</p> <p>Businesses work together, often as part of a chamber of commerce, to help create a sense of a local community that can attract tourists.</p>
5.7 Create customized tours/promotional packages targeted to individuals or group market	<p>HS.E1.1 Economics: Evaluate how and why people make choices to improve their economic well-being.</p> <p>HS.E1.2 Economics: Analyze the factors that influence how and why people make budgeting and saving choices.</p> <p>HS.E2.1 Economics: Explain how scarcity results in economic decisions and evaluate their impact</p>	<p>Businesses tailor promotional materials for guests based on what choices they may prefer.</p> <p>Travel agents, DMOs, and visitor bureaus provide travelers with options within their budgets and savings.</p> <p>Scarcity can limit options. These limitations can lead to promotional</p>

	<p>on individuals, institutions, and societies.</p> <p>HS.E2.3 Economics: Use cost-benefit analysis and/or marginal analysis to evaluate an economic issue.</p> <p>HS.E3.1 Economics: Explain how buyers and sellers interact to create markets and market structures.</p> <p>HS.E3.2 Economics: Evaluate how numerous factors and conditions influence market prices.</p>	<p>packages varying in costs and options.</p> <p>Review cost-benefits to select the best promotional package(s).</p> <p>Buyers and sellers work together to create packages that work best.</p> <p>Review factors that determine costs/prices of tour/promotional packages.</p>
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.)	HS.E1.1 Economics: Evaluate how and why people make choices to improve their economic well-being.	Evaluate career paths in travel and tourism.
Hospitality Mgt Standards	AZ Econ Standards	Reasoning/Rationale
STANDARD 6.0 ANALYZE TECHNOLOGY AND WEB-BASED TOOLS		
6.1 Describe in-person or virtual events and their purposes (e.g., meetings, conferences, conventions, expositions, farmers market, weddings, and birthday parties)	<p>HS.E1.2 Economics: Analyze the factors that influence how and why people make budgeting and saving choices.</p> <p>HS.E2.3 Economics: Use cost-benefit analysis and/or marginal analysis to evaluate an economic issue.</p> <p>HS.E3.2 Economics: Evaluate how numerous factors and conditions influence market prices.</p>	<p>Budgets are a factor when deciding on an in-person event or a virtual event.</p> <p>A cost-benefit analysis will often determine if doing an in-person event is worth the extra costs.</p>
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.]	HS.E3.2 Economics: Evaluate how numerous factors and conditions influence market prices.	Review essential components needed for an event and the costs of those options to create an effective event.
6.3 Design an event plan (i.e., theme, floor plan, menu, logistics, budget, etc.)	<p>HS.E1.2 Economics: Analyze the factors that influence how and why people make budgeting and saving choices.</p> <p>HS.E2.3 Economics: Use cost-benefit analysis and/or marginal</p>	<p>Event planners use a guest's budget to design an event.</p> <p>Using cost-benefit and/or marginal analysis to decide on the venue,</p>

	<p>analysis to evaluate an economic issue.</p> <p>HS.E3.2 Economics: Evaluate how numerous factors and conditions influence market prices.</p> <p>HS.E5.2 Economics: Evaluate how interdependence impacts individuals, institutions, and societies.</p>	<p>dessert, entertainment, food, decorations, etc.</p> <p>Review the cost of the components needed for the event.</p> <p>Event planners bring different business owners (institutions) together to create events specific to individuals or society's needs (large community-based events).</p>
6.4 Explain the role of third-party event coordinators (i.e., middleman planners, implementation and management of event strategies, etc.)	HS.E3.4 Economics: Explain the distinct types of business organizations and analyze the role of innovation and entrepreneurship in a market economy.	Review of third-party event coordinators as a business operation.
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.)	HS.E1.1 Economics: Evaluate how and why people make choices to improve their economic well-being.	Evaluate careers in the event planning sector.
Hospitality Mgt Standards	AZ Econ Standards	Reasoning/Rationale
STANDARD 7.0 ANALYZE CUSTOMER SERVICE AND ORGANIZATIONAL COMMUNICATION		
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.)	<p>HS.E1.1 Economics: Evaluate how and why people make choices to improve their economic well-being.</p> <p>HS.E3.4 Economics: Explain the distinct types of business organizations and analyze the role of innovation and entrepreneurship in a market economy.</p>	Understand the impact of a company's culture on customer appeal and that company culture forms the structure of a business organization
7.4 Identify common strategies of companies with exceptional customer service		

Standards used in this Crosswalk: AZ History and Social Studies (Economics) revised in 2018 and CTE Hospitality Management revised in 2023

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	<p>HS.E1.1 Economics: Evaluate how and why people make choices to improve their economic well-being.</p> <p>HS.E1.1 Economics: Evaluate how and why people make choices to improve their economic well-being.</p> <p>HS.E2.2 Economics: Analyze how incentives influence economic choices for individuals, institutions, and societies.</p>	Quality service can be an economic incentive.
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.)	<p>HS.E1.1 Economics: Evaluate how and why people make choices to improve their economic well-being.</p> <p>HS.E2.2 Economics: Analyze how incentives influence economic choices for individuals, institutions, and societies.</p>	Customer retention strategies.
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.)	<p>HS.E1.1 Economics: Evaluate how and why people make choices to improve their economic well-being.</p> <p>HS.E2.2 Economics: Analyze how incentives influence economic choices for individuals, institutions, and societies.</p> <p>HS.E2.3 Economics: Use cost-benefit analysis and/or marginal analysis to evaluate an economic issue.</p>	<p>Evaluate choices to best identify customer retention and recovery strategies.</p> <p>Incentives in retention and recovery strategies</p>
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.)	<p>HS.E1.1 Economics: Evaluate how and why people make choices to improve their economic well-being.</p>	Understand the customer’s perspective of value proposition.
7.11 Analyze service needs of different types of cultures and customers (i.e., pleasure vs.		

business travel, social and cultural etiquette, etc.)		
Hospitality Mgt Standards	AZ Econ Standards	Reasoning/Rationale
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.)	<p>HS.E1.1 Economics: Evaluate how and why people make choices to improve their economic well-being.</p> <p>HS.E1.2 Economics: Analyze the factors that influence how and why people make budgeting and saving choices.</p> <p>HS.E2.3 Economics: Use cost-benefit analysis and/or marginal analysis to evaluate an economic issue.</p> <p>HS.E2.2 Economics: Analyze how incentives influence economic choices for individuals, institutions, and societies.</p> <p>HS.E2.3 Economics: Use cost-benefit analysis and/or marginal analysis to evaluate an economic issue.</p>	Review the different recruitment or staffing programs businesses/institutions use to staff their workforce.
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.)	<p>HS.E1.1 Economics: Evaluate how and why people make choices to improve their economic well-being.</p> <p>HS.E1.2 Economics: Analyze the factors that influence how and why people make budgeting and saving choices.</p> <p>HS.E2.3 Economics: Use cost-benefit analysis and/or marginal analysis to evaluate an economic issue.</p> <p>HS.E2.2 Economics: Analyze how incentives influence economic choices for individuals, institutions, and societies.</p>	Review recruitment strategies that induce potential employees to apply.
8.4 Discuss current trends and strategies of employee retention (e.g., team building, recognition, engagement, and training)	<p>HS.E1.1 Economics: Evaluate how and why people make choices to improve their economic well-being.</p> <p>HS.E1.2 Economics: Analyze the factors that influence how and why</p>	<p>How and/or why businesses create benefit packages for employees.</p> <p>Discuss why employees select certain employers and reasons why</p>

	<p>people make budgeting and saving choices.</p> <p>HS.E2.3 Economics: Use cost-benefit analysis and/or marginal analysis to evaluate an economic issue.</p> <p>HS.E2.2 Economics: Analyze how incentives influence economic choices for individuals, institutions, and societies.</p>	employees stay with their employer.
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)	HS.E4.3 Economics: Explain the roles of institutions in a market economy.	Organizational policies and procedures can protect employees.
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.)	HS.E1.1 Economics: Evaluate how and why people make choices to improve their economic well-being.	Discuss the benefits of employee wellness packages and policies.
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	HS.E4.3 Economics: Explain the roles of institutions in a market economy.	Same as 8.5
Hospitality Mgt Standards	AZ Econ Standards	Reasoning/Rationale
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.)	<p>HS.E1.5 Economics: Evaluate the ways insurance may minimize personal financial risk.</p> <p>HS.E3.3 Economics: Evaluate the role of government in regulating marketplaces.</p> <p>HS.E4.3 Economics: Explain the roles of institutions in a market economy.</p>	<p>Discuss the importance of workplace safety and scenarios of how companies and individuals protect themselves from harm including financial risks.</p> <p>Congress created government agencies such as OSHA to enforce policies and regulations.</p> <p>Institutions must adhere to regulations to keep their employees safe and prevent penalty fees that can disrupt business operations.</p>
9.2 Identify risk management policies, procedures, and practices	HS.E1.5 Economics: Evaluate the ways insurance may minimize personal financial risk.	Define the purpose of insurance and the types of insurance options

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to ensure efficiency, profitability, and success		available for companies, employees, and entrepreneurs.
9.3 Develop safety practices (i.e., Food Handlers Cert, AHLA, OSHA, ServSafe, etc.)	<p>HS.E3.3 Economics: Evaluate the role of government in regulating marketplaces.</p> <p>HS.E4.3 Economics: Explain the roles of institutions in a market economy.</p>	<p>All levels of government (local, state, and national) pass and enforce laws and regulations for the hospitality industry.</p> <p>Businesses must comply with Food Safety regulations or be penalized.</p>
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]	<p>HS.E3.3 Economics: Evaluate the role of government in regulating marketplaces.</p>	Government agency guidance (OSHA) develops an emergency action plan.
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.)	<p>HS.E3.3 Economics: Evaluate the role of government in regulating marketplaces.</p> <p>HS.E4.3 Economics: Explain the roles of institutions in a market economy.</p>	<p>Local and state authorities enforce compliance.</p> <p>Businesses must comply or deal with consequences. Government policies and procedures protect people.</p>
9.6 Manage the use and storage of chemicals	<p>HS.E3.3 Economics: Evaluate the role of government in regulating marketplaces.</p>	Government policies and procedures protect people.
Hospitality Mgt Standards	AZ Econ Standards	Reasoning/Rationale
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.)	<p>HS.E3.1 Economics: Explain how buyers and sellers interact to create markets and market structures.</p> <p>HS.E5.2 Economics: Evaluate how interdependence impacts individuals, institutions, and societies.</p>	Businesses create marketing plans for their target markets.
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.)	<p>HS.E3.1 Economics: Explain how buyers and sellers interact to create markets and market structures.</p> <p>HS.E5.1 Economics: Evaluate the advantages and disadvantages of global trade.</p> <p>HS.E5.2 Economics: Evaluate how interdependence impacts</p>	<p>Sellers can customize efforts to reach more buyers.</p> <p>Products and services are adaptive for global markets.</p> <p>Businesses use market segmentation and target marketing</p>

Standards used in this Crosswalk: AZ History and Social Studies (Economics) revised in 2018 and CTE Hospitality Management revised in 2023

	individuals, institutions, and societies.	strategies to provide better choices for individuals.
10.4 Explain the Five Ps of marketing (e.g., people, price, product, promotion, and placement)	<p>HS.E1.1 Economics: Evaluate how and why people make choices to improve their economic well-being.</p> <p>HS.E1.2 Economics: Analyze the factors that influence how and why people make budgeting and saving choices.</p> <p>HS.E3.1 Economics: Explain how buyers and sellers interact to create markets and market structures.</p> <p>HS.E3.2 Economics: Evaluate how numerous factors and conditions influence market prices.</p> <p>HS.E4.1 Economics: Use economic data to analyze the health of a national economy.</p> <p>HS.E5.1 Economics: Evaluate the advantages and disadvantages of global trade.</p>	<p>Create better options for customers.</p> <p>Create options to fit customer budgets. (Charmin vs. Charmin Essentials)</p> <p>Sellers find ways to focus efforts to reach potential buyers.</p> <p>Adjusting the Five P's for a product or service to adjust the prices.</p> <p>Using economic data to determine which products or services to focus on at a given time. Example: Economy doing well? Focus on normal goods/luxury goods.</p> <p>Adjusting the Five P's to complete in different markets.</p>
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.)	<p>HS.E3.1 Economics: Explain how buyers and sellers interact to create markets and market structures.</p> <p>HS.E4.4 Economics: Explain the effect of advancements in technology and training on economic growth and standards of living.</p>	Businesses take advantage of the Internet to reach more customers and monitor the performance of a marketing plan.
10.6 Define the role of branding, brand identification, and image development	<p>HS.E1.2 Economics: Analyze the factors that influence how and why people make budgeting and saving choices.</p> <p>HS.E3.2 Economics: Evaluate how numerous factors and conditions influence market prices.</p>	<p>Brand positioning for all types of budgets.</p> <p>Hotel examples: -Fairfield Inn for low-end budgets. -JW Marriott for large budgets.</p> <p>Rental car examples: -Scion for low-end budgets. -Lexus for large budgets.</p>
10.7 Compare and contrast the features and benefits of products and services of hospitality sectors to sell strategically	<p>HS.E1.1 Economics: Evaluate how and why people make choices to improve their economic well-being.</p> <p>HS.E2.2 Economics: Analyze how incentives influence economic</p>	<p>Market options to customers to influence spending.</p> <p>Evaluate how features and benefits are incentives for buyers (individuals or institutions).</p>

	choices for individuals, institutions, and societies. HS.E3.2 Economics: Evaluate how numerous factors and conditions influence market prices.	Product features and benefits are factors in determining prices.
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.)	HS.E1.1 Economics: Evaluate how and why people make choices to improve their economic well-being.	Employ flexible promotional strategies to target markets.
Hospitality Mgt Standards	AZ Econ Standards	Reasoning/Rationale
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.)	HS.E4.4 Economics: Explain the effect of advancements in technology and training on economic growth and standards of living.	Evaluating employee performance to measure the effects of advancements in training methods.
11.3 Compare and contrast the four management functions [e.g., planning, organizing, directing, and controlling operations (i.e., quality control, employee experience, etc.)]	HS.E4.1 Economics: Use economic data to analyze the health of a national economy. HS.E4.2 Economics: Evaluate the economic conditions that lead to fiscal and monetary policy choices and explain their impact on households and businesses.	Governments, agencies, and institutions use economic data to guide them through management functions. Current economic data is used to plan for potential fiscal and monetary policies. Example: If a business believes the Federal Reserve will change interest rates (monetary policy) or Congress will increase taxes (fiscal policy). The business must plan accordingly.
11.4 Describe organizational cultures (e.g., beliefs, values and attitudes that define a company) and mission statements prior to hiring a candidate	HS.E3.4 Economics: Explain the distinct types of business organizations and analyze the role of innovation and entrepreneurship in a market economy. HS.E5.1 Economics: Evaluate the advantages and disadvantages of global trade.	Company cultures can help form the structure of a business organization. Understanding the organizational cultures of businesses throughout the world.
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.)	HS.E4.4 Economics: Explain the effect of advancements in technology and training on economic growth and standards of living.	Technology advancements have reduced time spent on routine office tasks allowing leadership to focus on economic growth.
11.7 Identify types and functions of organizational charts (i.e., roles, relationships, etc.)	HS.E3.4 Economics: Explain the distinct types of business organizations and analyze the role of innovation and entrepreneurship in a market economy.	Organizational operations.
11.8 Identify the role of the manager in enforcing policies and procedures (i.e., consequences, safety and emergencies, social media, etc.)	<p>HS.E3.3 Economics: Evaluate the role of government in regulating marketplaces.</p> <p>HS.E4.1 Economics: Use economic data to analyze the health of a national economy.</p> <p>HS.E4.2 Economics: Evaluate the economic conditions that lead to fiscal and monetary policy choices and explain their impact on households and businesses.</p> <p>HS.E4.3 Economics: Explain the roles of institutions in a market economy.</p> <p>HS.E5.4 Economics: Explain how national economies influence trade.</p>	<p>Governments enforce laws that must be followed by institutions.</p> <p>Businesses must use economic data to understand the value and potential consequences of policies and procedures.</p> <p>Policies are designed to improve the economy. Businesses must adhere to these policies.</p> <p>Fiscal and monetary policies can guide businesses to expand globally.</p>
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.)		

Hospitality Mgt Standards	AZ Econ Standards	Reasoning/Rationale
STANDARD 12.0 EXPLORE FINANCIAL MANAGEMENT IN THE HOSPITALITY INDUSTRY		
12.1 Explain the purpose of budgeting	<p>HS.E1.2 Economics: Analyze the factors that influence how and why people make budgeting and saving choices.</p> <p>HS.E1.3 Economics: Evaluate the cost and benefits of using credit.</p> <p>HS.E1.5 Economics: Evaluate the ways insurance may minimize personal financial risk.</p>	<p>Budgeting strategies - review what is credit and how it can be used effectively within a budget. Businesses can build credit with suppliers and vendors. Individuals can build credit to increase buying power.</p> <p>Insurance can help preserve a budget.</p>
12.2 Differentiate between revenues and expenses and the effect it has on breaking even, profit, or loss	<p>HS.E1.2 Economics: Analyze the factors that influence how and why people make budgeting and saving choices.</p> <p>HS.E3.2 Economics: Evaluate how numerous factors and conditions influence market prices.</p> <p>HS.E1.3 Economics: Evaluate the cost and benefits of using credit.</p>	<p>Using financial data to make decisions. determine market prices.</p> <p>Understanding how to find credit on financial statements, and why a business uses credit or provides credit.</p>
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.]	<p>HS.E1.2 Economics: Analyze the factors that influence how and why people make budgeting and saving choices.</p> <p>HS.E1.3 Economics: Evaluate the cost and benefits of using credit.</p> <p>HS.E2.3 Economics: Use cost-benefit analysis and/or marginal analysis to evaluate an economic issue.</p> <p>HS.E3.2 Economics: Evaluate how numerous factors and conditions influence market prices.</p> <p>HS.E4.4 Economics: Explain the effect of advancements in technology and training on economic growth and standards of living.</p>	<p>Apply financial concepts to plan budgets.</p> <p>Understand how credit is viewed on the financial statements and how a business uses credit vs. when a business provides credit. Apply financial terms.</p> <p>Financial factors influence market prices.</p> <p>Financial concepts are used to evaluate economic growth and standards of living.</p>
12.4 Compare and contrast independent vs. franchise operations (e.g., economy of scale and franchise fees and royalties)	<p>HS.E1.4 Economics: Compare the cost and benefits of several types of investments.</p> <p>HS.E1.3 Economics: Evaluate the cost and benefits of using credit.</p>	<p>Analyze whether franchising or sole proprietorship is the best investment.</p> <p>Loans or investor funds can be financial sources for business startup operations.</p>

	<p>HS.E4.1 Economics: Use economic data to analyze the health of a national economy.</p> <p>HS.E2.2 Economics: Analyze how incentives influence economic choices for individuals, institutions, and societies.</p> <p>HS.E2.3 Economics: Use cost-benefit analysis and/or marginal analysis to evaluate an economic issue.</p> <p>HS.E3.4 Economics: Explain the distinct types of business organizations and analyze the role of innovation and entrepreneurship in a market economy.</p>	<p>Using economic data to determine which option is best and if it is the right time to start independent or franchise operations.</p> <p>Entrepreneurs select the best business operation for their profit motives.</p>
<p>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.)</p>	<p>HS.E1.3 Economics: Evaluate the cost and benefits of using credit.</p> <p>HS.E2.1 Economics: Explain how scarcity results in economic decisions and evaluate their impact on individuals, institutions, and societies.</p> <p>HS.E3.2 Economics: Evaluate how numerous factors and conditions influence market prices.</p> <p>HS.E3.3 Economics: Evaluate the role of government in regulating marketplaces.</p> <p>HS.E4.1 Economics: Use economic data to analyze the health of a national economy.</p> <p>HS.E4.2 Economics: Evaluate the economic conditions that lead to fiscal and monetary policy choices and explain their impact on households and businesses.</p> <p>HS.E4.3 Economics: Explain the roles of institutions in a market economy.</p> <p>HS.E4.4 Economics: Explain the effect of advancements in technology and training on economic growth and standards of living.</p>	<p>Consider factors such as GDP, interest rates, inflation, fiscal/monetary policy, etc. before determining when and how much to borrow.</p> <p>Scarcity is the driving force behind economics.</p> <p>Review how economic trends can influence market prices.</p> <p>More governments are implementing policies that align with a market economy.</p> <p>Use data to evaluate the effects of economic trends on the economy's health.</p> <p>Evaluate how economic trends are created or adjusted by fiscal and monetary policies.</p> <p>Businesses adjust to current economic trends.</p> <p>Businesses use technology to better adapt to economic trends.</p>

	HS.E5.4 Economics: Explain how national economies influence trade.	Review the economic trend of national economies pushing towards or away from free trade.
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		
Hospitality Mgt Standards	AZ Econ Standards	Reasoning/Rationale
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	<p>HS.E3.4 Economics: Explain the distinct types of business organizations and analyze the role of innovation and entrepreneurship in a market economy.</p> <p>HS.E4.3 Economics: Explain the roles of institutions in a market economy.</p> <p>HS.E5.4 Economics: Explain how national economies influence trade.</p>	<p>Organizations may address ethics and laws differently depending on the size and knowledge of their management team.</p> <p>Businesses have to comply with policies to remain competitive or risk consequences such as fees or possibly removal from the market.</p> <p>New markets (globalization) mean new laws and ethical dilemmas. Most countries have laws that favor trade/business with other nations. Other academic standards that can align with CTE Standard 13.1 include HS.C4.2, HS.C4-6 Civics</p>
13.2 Define ethical and unethical behavior and consequences in the workplace (e.g., theft, privacy considerations, and code of conduct)	<p>HS.E3.4 Economics: Explain the distinct types of business organizations and analyze the role of innovation and entrepreneurship in a market economy.</p> <p>HS.E3.2 Economics: Evaluate how numerous factors and conditions influence market prices.</p>	<p>Company policies and procedures address ethical practices and form the culture of an organization.</p> <p>Violations of ethical standards can lead to loss of money or lawsuits which will influence market prices.</p>
13.3 Identify legal issues concerning employment in the hospitality industry (e.g., drug testing, hiring practices, safety, discrimination, privacy, harassment, and Title VII)	<p>HS.E3.4 Economics: Explain the distinct types of business organizations and analyze the role of innovation and entrepreneurship in a market economy.</p> <p>HS.E4.2 Economics: Evaluate the economic conditions that lead to fiscal and monetary policy choices and explain their impact on households and businesses.</p>	<p>Understand how organizations deal with legal issues and the impact on organizational culture.</p> <p>Government policies must be adhered to by individuals and businesses, or there can be consequences.</p>

	<p>HS.E4.3 Economics: Explain the roles of institutions in a market economy.</p>	<p>Government agencies enforce business laws in the market economy.</p>
<p>13.4 Identify legal issues that impact the industry (e.g., consumer protection, duty of care, and human trafficking)</p>	<p>HS.E3.4 Economics: Explain the distinct types of business organizations and analyze the role of innovation and entrepreneurship in a market economy.</p> <p>HS.E4.2 Economics: Evaluate the economic conditions that lead to fiscal and monetary policy choices and explain their impact on households and businesses.</p> <p>HS.E4.3 Economics: Explain the roles of institutions in a market economy.</p> <p>HS.E5.4 Economics: Explain how national economies influence trade.</p>	<p>Legal issues can shape organizational policies, procedures, culture, etc.</p> <p>Examine what happens when legal issues are brought on by government laws, policies, regulations, etc.</p> <p>Management encourages compliance with laws and has strict policies to help employees comply.</p> <p>International businesses must comply with the local law or face import barriers (i.e., quotas, embargos, tariffs, etc.).</p>