**Hospitality and Tourism Career Field**

**Hospitality Management**

Subject Code: 330035

Outcome & Competency Descriptions

**Course Description:**

Students will plan, organize, and monitor day-to-day lodging operations. They will use technology to maintain guest room status and accounts, manage lodging property finances, conduct marketing research, and communicate with current and prospective guests. Property sales, property management, people management and strategic planning will also be addressed.

**Strand 1. Business Operations/21st Century Skills**

Learners apply principles of economics, business management, marketing and employability in an entrepreneur, manager and employee role to the leadership, planning, developing and analyzing of business enterprises related to the career field.

**Outcome 1.2. Leadership and Communications:** Process, maintain, evaluate and disseminate information in a business. Develop leadership and team building to promote collaboration.

**Competencies:**

1.2.8. Identify the strengths, weaknesses and characteristics of leadership styles that influence internal and external workplace relationships.

1.2.10. Use interpersonal skills to provide group leadership, promote collaboration and work in a team.

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**Outcome 1.3. Business Ethics and Law:** Analyze how professional, ethical and legal behavior contributes to continuous improvement in organizational performance and regulatory compliance.

**Competencies:**

1.3.1. Analyze how regulatory compliance affects business operations and organizational performance.

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**Outcome 1.4. Knowledge Management and Information Technology:** Demonstrate current and emerging strategies and technologies used to collect, analyze, record and share information in business operations.

**Competencies:**

1.4.2. Select and use software applications to locate, record, analyze and present information (e.g., word processing, e-mail, spreadsheet, databases, presentation, Internet search engines).

1.4.3. Verify compliance with security rules, regulations and codes (e.g., property, privacy, access, accuracy issues, client and patient record confidentiality) pertaining to technology specific to the industry pathway.

1.4.6. Use an electronic database to access and create business and technical information.

1.4.8. Use electronic media to communicate and follow network etiquette guidelines.

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**Outcome 1.6. Business Literacy:** Develop foundational skills and knowledge in entrepreneurship, financial literacy and business operations.

**Competencies:**

1.6.1. Identify business opportunities.

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**Outcome 1.8. Operations Management:** Plan, organize and monitor an organization or department to maximize contribution to organizational goals and objectives.

**Competencies:**

1.8.1. Forecast future resources and budgetary needs using financial documents (e.g., balance sheet, demand forecasting, financial ratios).

1.8.3. Analyze the performance of organizational activities and reallocate resources to achieve established goals.

1.8.4. Identify alternative actions to take when goals are not met (e.g., changing goals, changing strategies, efficiencies).

1.8.5. Use inventory and control systems to purchase materials, supplies and equipment (e.g., Last In, First Out [LIFO]; First In, First Out [FIFO]; Just in Time [JIT]; LEAN).

1.8.7. Collect information and feedback to help assess the organization’s strategic planning and policymaking processes.

1.8.12. Analyze environmental issues and trends, and identify sustainable efforts and initiatives that organizations use in response.

1.8.13. Develop and implement energy and water management programs.

1.8.14. Track usage, profitability and productivity measures.

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**Outcome 1.9. Financial Management:** Use financial tools, strategies and systems to develop, monitor and control the use of financial resources to ensure personal and business financial well-being.

**Competencies:**

1.9.1. Create, analyze and interpret financial documents (e.g., budgets, income statements).

1.9.3. Review and summarize savings, investment strategies and purchasing options (e.g., cash, lease, finance, stocks, bonds).

1.9.8. Identify income sources and expenditures.

1.9.11. Implement established accounting processes and internal cash controls.

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**Outcome 1.10. Sales and Marketing:** Manage pricing, place, promotion, packaging, positioning and public relations to improve quality customer service.

**Competencies:**

1.10.5. Monitor customer expectations and determine product/service satisfaction by using measurement tools.

1.10.9. Use product management (e.g., product mix, product line, bundling) to maximize sales revenues, market share, and profit margins

1.10.11. Evaluate competitors’ products, brands and activities.

1.10.12. Use pricing strategies and tactics throughout the product and customer lifecycle.

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**Outcome 1.11. Principles of Business Economics:** Examine and employ economic principles, concepts and policies to accomplish organizational goals and objectives.

**Competencies:**

1.11.2. Identify the difference between monetary and nonmonetary incentives and explain how changes in incentives cause changes in behavior.

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**Strand 2. Experience Management**

Learners apply customer behavior concepts to create a brand identity, design and deliver exceptional customer experiences, and build customer loyalty and brand equity.

**Outcome 2.1. Hospitality and Tourism Fundamentals:** Explain the composition and economic significance of the hospitality and tourism industry.

**Competencies:**

2.1.4. Identify changes occurring in hospitality and tourism as a result of technological advancements and competing online services.

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**Outcome 2.2. Hospitality and Tourism Environment:** Analyze how customer service principles, hospitality services and operational processes work together to create a culture that allows organizations to meet or exceed customer expectations.

**Competencies:**

2.2.6. Maintain and mine databases of customer or visitor activity and preferences.

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**Outcome 2.3. Brand Positioning:** Determine how the visible and intangible elements of a brand work together to identify and distinguish the brand in the customers’ mind.

**Competencies:**

2.3.4. Determine how customer touch points impact branding strategy.

2.3.5. Coordinate people, processes and technology to deliver the brand promise.

2.3.6. Determine the impact of an organization’s reputation on its brand image.

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**Outcome 2.4. Marketing Research:** Conduct qualitative and quantitative research to gather, synthesize and analyze information about a specified problem, issue or opportunity.

**Competencies:**

2.4.6. Collect quantitative and qualitative marketing-research data.

2.4.8. Conduct analytical review of marketing data.

2.4.9. Translate findings into actionable business recommendations.

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**Outcome 2.5. Brand Communications:** Plan, create, implement, and manage brand-related communications to reinforce the organization’s brand image.

**Competencies:**

2.5.2. Explain the use of social media marketing in the hospitality and tourism industry.

2.5.3. Differentiate between the use of social media for personal and business purposes.

2.5.6. Create social media content.

2.5.8. Use communications strategies to manage crises and protect or recover reputation.

2.5.9. Develop policies and procedures to guide internal and external communication.

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**Outcome 2.7. People Management:** Apply strategies, policies and procedures to manage new hires, union and non-union employees and volunteers to meet quality standards.

**Competencies:**

2.7.1. Determine the impact of ethics and social responsibility policies and practices on business operations.

2.7.2. Determine job responsibilities and expectations, and provide detailed job descriptions.

2.7.3. Recruit, screen, and interview job applicants.

2.7.4. Make hiring decisions and job offers.

2.7.5. Orient talent to organizational culture, values, norms, policies and procedures.

2.7.6. Train, cross-train, and coach employees and volunteers using talent-development and motivation theories.

2.7.7. Schedule employees and volunteers across shifts and during peak service times.

2.7.8. Plan, delegate, and direct the work of employees and volunteers.

2.7.9. Identify procedures for employee termination.

2.7.10. Assess and document employee performance.

2.7.11. Communicate outcomes of employee assessment, and take corrective measures.

2.7.12. Supervise union and nonunionized staff and volunteers.

2.7.13. Develop employee handbook.

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**Strand 3. Safety and Sanitation**

Learners apply knowledge of biological, physical and chemical hazards and the concepts of safety and sanitation to protect employees and customers from injuries, illnesses and diseases.

**Outcome 3.5. Site Safety and Sanitation:** Analyze how the physical environment contributes to safety risks, identify strategies used to reduce or eliminate risks, and follow defined safety procedures.

**Competencies:**

3.5.1. Analyze the root causes of accidents, and identify prevention strategies.

3.5.7. Determine actions to take in response to biohazard and contamination incidents.

3.5.8. Assess fire hazards, and determine fire prevention strategies.

3.5.9. Develop and implement evacuation procedures and protocols in a variety of settings.

3.5.10. Respond to illness outbreaks, medical issues and medical emergencies.

3.5.11. Respond to health code violations, and develop corrective action plans.

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**Strand 6. Nutrition Science**

Learners apply food science and nutrition to manage the health and wellness concerns of customers and to research and develop new food products that meet quality assurance standards.

**Outcome 6.4. Menu Development:** Apply principles of food science, nutritional analysis and human behavior to plan and design menus.

**Competencies:**

6.4.1. Analyze sociocultural trends, food habits, preferences and nutritional guidelines to identify menu options.

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**Strand 8. Lodging Operations**

Learners use principles of lodging to achieve profit objectives and deliver customer experiences consistent with the brand.

**Outcome 8.4. Facilities Maintenance:** Develop and monitor standards for hotel operations.

**Competencies:**

8.4.4. Develop and implement a waste redirection and recycling plan for materials, equipment and furnishings.

8.4.5. Create and implement strategies for guest use of energy and water.

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**Outcome 8.5. Property Accounting:** Manage, track, record, and evaluate financial transactions to enable achievement of organizational goals.

**Competencies:**

8.5.1. Identify uniform systems of accounts relevant to the lodging segment.

8.5.3. Track and assess guests’ credit availability and usage.

8.5.4. Process advance deposits on reservations.

8.5.5. Calculate and analyze revenue per available room (RevPAR).

8.5.6. Describe types of lodging taxes paid by guests and the uses of those taxes.

8.5.7. Forecast rooms and occupancy rates, and manage yield.

8.5.8. Complete a night audit, reconcile accounting issues, and produce reports.

8.5.9. Analyze room rates and departmental allocations.

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**Outcome 8.6. Property Sales:** Support property sales activities to facilitate achievement of financial and operational goals.

**Competencies:**

8.6.2. Identify lodging sales opportunities.

8.6.3. Evaluate property sales capacity and opportunities, and research potential clients.

8.6.4. Select room distribution management techniques, strategies and payment models.

8.6.5. Develop and use a property fact book.

8.6.6. Prepare a sales kit.

8.6.8. Determine programs and amenities to offer guests.

8.6.11. Classify, maintain and manage key accounts.

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**Outcome 8.7. Property Management:** Manage lodging properties to achieve organizational objectives.

**Competencies:**

8.7.1. Explain how demographic and psychographic information is used to determine lodging property characteristics, features, price and group or event negotiation strategies.

8.7.2. Explain the role and components of property management systems, and describe their importance in maintaining accurate guest room status and accounts.

8.7.5. Coordinate amenities and services across multiple property outlets.

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**Strand 9. Travel and Tourism Operations**

Learners conduct geopolitical, environmental and ethnographic analyses; and apply principles of sales and marketing, event design and customer service to create unique experiences that attract tourists and visitors.

**Outcome 9.3. Travel Services and Operations:** Plan and coordinate travel activities, leveraging knowledge of state, national and global travel destinations to achieve tourist objectives.

**Competencies:**

9.3.5. Utilize Global Distribution System (GDS) to fulfill travel requests.

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