

Student Name: _____

Date: _____

PROGRAM COMPETENCY PROFILE FOR CAREER TECHNICAL EDUCATION
Career Cluster: Hospitality and Tourism

Program Name: Hotel/Motel Administration/Management CIP: 520904

Effective 9/2016

National Standard: American Hotel and Lodging Association: Educational Institute

Competencies (statement that provides the overview and defines the instructional area) http://www.corestandards.org http://www.education.nh.gov/career/career/aaoi.htm Student will:	Performance Indicators (what a student needs to know and be able to do and upon which they will be assessed) Student will:	Rating Scale -Sample Performance Assessments (product or performance project tasks required for the student to demonstrate proficiency in meeting the competency) Student will:				
Understand the organization and structure of the hospitality industry <i>Introduction to Hospitality and Tourism</i> ELA: 2,4,5,6, 7,8,9 AAI:1,2,6,9 CRP:1,2,4,6,7,9,11 <i>Careers in Hospitality</i>	1. Explain how hospitality and tourism depend on one another for success.	<table border="1" style="width:100%; text-align:center;"> <tr> <td>1</td><td>2</td><td>3</td><td>4</td> </tr> </table> For Example: You are an event planner and are in the process of creating a proposal that explains the benefits of your hotel and how it compares and contrasts with other properties in the area. Next you will create a brochure using information from your proposal. Finally, you will present your final product to the sales director. Cont. to #4	1	2	3	4
	1	2	3	4		
	2. Explain property organization, divisions, and departments.	<table border="1" style="width:100%; text-align:center;"> <tr> <td>1</td><td>2</td><td>3</td><td>4</td> </tr> </table> For Example:	1	2	3	4
	1	2	3	4		
	3. Describe quality guest service levels, identify and demonstrate the elements of good service.	<table border="1" style="width:100%; text-align:center;"> <tr> <td>1</td><td>2</td><td>3</td><td>4</td> </tr> </table> For Example:	1	2	3	4
1	2	3	4			
4. Identify and explain the types of hotels available to hospitality and tourism guests.	<table border="1" style="width:100%; text-align:center;"> <tr> <td>1</td><td>2</td><td>3</td><td>4</td> </tr> </table> For Example:	1	2	3	4	
1	2	3	4			
5. Research and discuss the career and postsecondary options available to a person seeking to build a career in the hospitality and tourism industry.	<table border="1" style="width:100%; text-align:center;"> <tr> <td>1</td><td>2</td><td>3</td><td>4</td> </tr> </table> For Example: You have been hired to create a fact sheet. You will collect and analyze NH labor market data, including economic and demographic trends. Then you will compare this data with national labor market data and trends. You will use this information to compare and contrast occupations by education requirements, location, job availability, salaries, and benefits. Your final product will be the outline of an educational pathway from high school through postsecondary education and training in order to obtain the necessary level of education and relevant certifications for a chosen occupation in the hospitality industry.	1	2	3	4	
1	2	3	4			

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Understand and apply the concepts, procedures, and techniques of hospitality soft skills ELA: 4,6,8,9 M:2, 7, 16 AAI: 1,2, 3, 4, 9 CRP: 1,2,4,6,8,9 <i>Guest Experience Cycle</i>	6. Analyze the guest cycle.	<table border="1" style="width: 100%; text-align: center;"> <tr> <td style="width: 25%;">1</td> <td style="width: 25%;">2</td> <td style="width: 25%;">3</td> <td style="width: 25%;">4</td> </tr> </table> For Example: Your supervisor requires that you attend training for new hires. The training instructor has the group role play a situation; one person is the front desk clerk and the other person is a guest at the hotel. You will need script and act out the complete guest cycle from check-in to check-out. Cont. to #7	1	2	3	4
	1	2	3	4		
	7. Explain how to determine guest’s wants and needs in order to meet and exceed expectations.	<table border="1" style="width: 100%; text-align: center;"> <tr> <td style="width: 25%;">1</td> <td style="width: 25%;">2</td> <td style="width: 25%;">3</td> <td style="width: 25%;">4</td> </tr> </table> For Example:	1	2	3	4
	1	2	3	4		
	8. Identify the components used in above-and-beyond guest service to encourage repeat guest business.	<table border="1" style="width: 100%; text-align: center;"> <tr> <td style="width: 25%;">1</td> <td style="width: 25%;">2</td> <td style="width: 25%;">3</td> <td style="width: 25%;">4</td> </tr> </table> For Example: You are the manager of a hotel, a bride is unhappy with her wedding, stating service was poor, food quality was poor, and the electricity went out due to high winds, causing no wash rooms available for guests. Explain how you would address the issue at hand with the guest and write a follow up letter. You reviewed several travel review sites and because of how well the situation was handled the bride wrote a positive review on social media. Cont. to #10	1	2	3	4
1	2	3	4			
9. Explain the importance of guest recovery during the handling of guest complaints, issues, or problems, and methods to address those complaints, issues or problems (Learn Model).	<table border="1" style="width: 100%; text-align: center;"> <tr> <td style="width: 25%;">1</td> <td style="width: 25%;">2</td> <td style="width: 25%;">3</td> <td style="width: 25%;">4</td> </tr> </table> For Example:	1	2	3	4	
1	2	3	4			
10. Explain the importance of guest satisfaction measurements and the impact on the business.	<table border="1" style="width: 100%; text-align: center;"> <tr> <td style="width: 25%;">1</td> <td style="width: 25%;">2</td> <td style="width: 25%;">3</td> <td style="width: 25%;">4</td> </tr> </table> For Example:	1	2	3	4	
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<i>Financial Processes and the Guest Cycle</i>	11. Identify and explain the importance of protecting the guest's right to privacy and the need to protect guests against identity theft and fraud.	<table border="1" style="width: 100%; text-align: center;"> <tr> <td>1</td><td>2</td><td>3</td><td>4</td> </tr> </table> For Example: As a new hire you have to participate in new hire trainings The training instructor has handed out several scenarios to which you will have to respond. You select a scenario that includes: proper and improper methods of checking guests in, the importance of the guest's right to privacy, upsell of guest rooms, and explaining opportunities for other spending. Craft your response to this scenario. Cont. to # 16	1	2	3	4
	1	2	3	4		
12. Explain the financial transactions that occur during the guest cycle.	<table border="1" style="width: 100%; text-align: center;"> <tr> <td>1</td><td>2</td><td>3</td><td>4</td> </tr> </table> For Example:	1	2	3	4	
1	2	3	4			
<i>Communication</i>	13. Identify the financial opportunities for employees to influence guest spending during the guest cycle.	<table border="1" style="width: 100%; text-align: center;"> <tr> <td>1</td><td>2</td><td>3</td><td>4</td> </tr> </table> For Example:	1	2	3	4
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	14. Demonstrate effective communication with guests and employees.	<table border="1" style="width: 100%; text-align: center;"> <tr> <td>1</td><td>2</td><td>3</td><td>4</td> </tr> </table> For Example:	1	2	3	4
	1	2	3	4		
15. Recognize the seven barriers to effective communication (physical, perceptual, emotional, cultural, language, gender, and interpersonal).	<table border="1" style="width: 100%; text-align: center;"> <tr> <td>1</td><td>2</td><td>3</td><td>4</td> </tr> </table> For Example:	1	2	3	4	
1	2	3	4			
16. Discuss and examine the relationship between employees' attitudes, their actions, and the impact it has on customer satisfaction and quality service within an organization.	<table border="1" style="width: 100%; text-align: center;"> <tr> <td>1</td><td>2</td><td>3</td><td>4</td> </tr> </table> For Example:	1	2	3	4	
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Understand the operational areas in the hospitality and tourism industry <i>Front Office Operations</i> ELA: 2,4,6, 8, 9 M:2, 7,16,17,19 AAI:1,2,3,4,5,6 ,7,8,9 CRP:1,2,4, 5,6,7,8, 9,12	17. Describe the key functions of the front desk operations and the nine steps of the registration cycle.	<table border="1" style="width:100%; text-align:center;"> <tr> <td>1</td><td>2</td><td>3</td><td>4</td> </tr> </table> For Example: You are an owner of a lodging property and you have to prepare a presentation to your banker of your front desk operations, room rate systems and market segments as part of your request for a loan? Cont. to #18	1	2	3	4
	1	2	3	4		
18. Identify and explain the types of room rate systems and market segments used in the hospitality industry.	<table border="1" style="width:100%; text-align:center;"> <tr> <td>1</td><td>2</td><td>3</td><td>4</td> </tr> </table> For Example:	1	2	3	4	
1	2	3	4			
<i>Executive Housekeeping Operations</i>	19. Identify major areas and responsibilities in the housekeeping department (inventory, room maintenance and cleaning, laundry management, personnel, etc.).	<table border="1" style="width:100%; text-align:center;"> <tr> <td>1</td><td>2</td><td>3</td><td>4</td> </tr> </table> For Example: As the human resource manager, your supervisor has requested that you create a new training manual for the housekeeping department. Cont. to #20	1	2	3	4
	1	2	3	4		
20. Identify and explain the correct process for guest room cleaning, conducting room inspections, and reporting of maintenance issues.	<table border="1" style="width:100%; text-align:center;"> <tr> <td>1</td><td>2</td><td>3</td><td>4</td> </tr> </table> For Example:	1	2	3	4	
1	2	3	4			
<i>Facilities Management</i>	21. Identify, discuss and explain the facility's engineering and maintenance functions (general maintenance, grounds maintenance, emergency maintenance and engineering department).	<table border="1" style="width:100%; text-align:center;"> <tr> <td>1</td><td>2</td><td>3</td><td>4</td> </tr> </table> For Example: You're a facilities manager. You have been tasked to set up a monthly checklist for preventative maintenance and energy conservation of the property. Cont. to #22	1	2	3	4
1	2	3	4			

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<i>Food and Beverage Services</i>	22. Explain the importance of facilities management (regularly scheduling and performing preventive maintenance, routine inspections, and manufacturer-recommended maintenance of systems, equipment, and other high-cost items).	<table border="1" style="width: 100%; text-align: center;"> <tr> <td>1</td><td>2</td><td>3</td><td>4</td> </tr> </table> For Example:	1	2	3	4
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	23. Discuss the four key planning areas for an emergency preparedness plan along with the role of maintaining emergency backup systems at a hotel.	<table border="1" style="width: 100%; text-align: center;"> <tr> <td>1</td><td>2</td><td>3</td><td>4</td> </tr> </table> For Example: As the Certified Lodging Security Director you have been asked to update the emergency plan for the property. Create a plan that includes systems maintenance, emergency contacts for major systems and equipment, as well as all key planning areas expected for emergency preparedness within the industry.	1	2	3	4
	1	2	3	4		
	24. Explain the guest and employee segments of the food and beverage guest cycle.	<table border="1" style="width: 100%; text-align: center;"> <tr> <td>1</td><td>2</td><td>3</td><td>4</td> </tr> </table> For Example: You are the manager of a restaurant and it is time for a menu update. As you create new menu options and prices, you will create an inventory list of the items needed in order to prepare the new menu items. Additionally, you will develop updated prices for each item. Provide a detailed explanation of your process for determining menu pricing. Cont. to#26	1	2	3	4
1	2	3	4			
25. Identify the purpose of various types of service, menu options, and costs in each of the five main categories of food service outlets.	<table border="1" style="width: 100%; text-align: center;"> <tr> <td>1</td><td>2</td><td>3</td><td>4</td> </tr> </table> For Example:	1	2	3	4	
1	2	3	4			
26. Explain the need for implementing, and consistently using inventory processes, financial controls for labor costs, food costs, menu pricing, and cash control in a food and beverage option.	<table border="1" style="width: 100%; text-align: center;"> <tr> <td>1</td><td>2</td><td>3</td><td>4</td> </tr> </table> For Example:	1	2	3	4	
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<i>Resort Operations</i>	27. Identify the purpose of safety and sanitation in food service operations and the need for a written Sanitation Risk Management (SRM) program such as HACCP.	<table border="1" style="width: 100%; text-align: center;"> <tr> <td>1</td><td>2</td><td>3</td><td>4</td> </tr> </table> For Example: As the food service manager you have been tasked to create an audio-visual presentation of safe and unsafe food practices. http://www.dhhs.nh.gov/dphs/fp/sanitation/bb.htm	1	2	3	4
	1	2	3	4		
	28. Identify the need for responsible beverage operations, the role of a dram law, and the liabilities, legalities, and responsibilities servers, bartenders, restaurants, bars, lounges, and other beverage services face when serving alcohol.	<table border="1" style="width: 100%; text-align: center;"> <tr> <td>1</td><td>2</td><td>3</td><td>4</td> </tr> </table> For Example: You've been tasked to create a new training manual for the bartenders/servers at a restaurant. You will work with your team to compile a thorough training manual outlining the duties of serving alcohol (roles, responsibilities, policies, etc.)	1	2	3	4
1	2	3	4			
29. Identify the purpose of resorts, cruise lines, recreational vehicles, and tent camping in the hospitality and tourism industry, and explain the types of resorts and the target guest markets attracted to each type.	<table border="1" style="width: 100%; text-align: center;"> <tr> <td>1</td><td>2</td><td>3</td><td>4</td> </tr> </table> For Example: You are a member of a local chamber of commerce committee. The chairperson has decided that the information fact sheet on lodging establishments needs to be updated. It is your task to research what types of hospitality businesses are present and determine the target markets. You will collect this information and report your findings to the committee	1	2	3	4	
1	2	3	4			
<i>Operational Finance</i>	30. Identify the financial goal of a hotel or lodging property.	<table border="1" style="width: 100%; text-align: center;"> <tr> <td>1</td><td>2</td><td>3</td><td>4</td> </tr> </table> For Example: As Regional Manager for Great New England Properties, LLC, you must develop an annual profits presentation comparing and contrasting property performances from last year to this year and show what areas of the properties increased and decreased in profit. The presentation should include a written report, spreadsheets, and a visual display. Once completed, you will present to your board for input. Be cognizant of the fact that your annual review and potential bonus for the year are tied to the outcomes presented within. Cont. to #31	1	2	3	4
1	2	3	4			

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	31. Identify the key difference between a revenue center and a cost center along with the areas belonging to each.	<table border="1" style="width: 100%; text-align: center;"> <tr> <td style="width: 25%;">1</td> <td style="width: 25%;">2</td> <td style="width: 25%;">3</td> <td style="width: 25%;">4</td> </tr> </table> For Example:	1	2	3	4
1	2	3	4			
	32. Identify the steps required to complete a night audit and describe the role of a night auditor.	<table border="1" style="width: 100%; text-align: center;"> <tr> <td style="width: 25%;">1</td> <td style="width: 25%;">2</td> <td style="width: 25%;">3</td> <td style="width: 25%;">4</td> </tr> </table> For Example: You have been hired for the position of night auditor and must attend training. During the training you will have to complete a sample night audit and role play the position of a night auditor. You will script and deliver your presentation to your peers. Cont. to #33	1	2	3	4
1	2	3	4			
	33. Identify the purpose of the occupancy percentage (OP), average daily rate (ADR), and revenue per available room (RevPAR) as key night audit calculations.	<table border="1" style="width: 100%; text-align: center;"> <tr> <td style="width: 25%;">1</td> <td style="width: 25%;">2</td> <td style="width: 25%;">3</td> <td style="width: 25%;">4</td> </tr> </table> For Example:	1	2	3	4
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Understand the concepts, procedures, and functions of sales and marketing <i>Sales and Marketing</i>	34. Identify the four Ps of marketing and the role of each in the development of a marketing plan.	<table border="1" style="width: 100%; text-align: center;"> <tr> <td style="width: 25%;">1</td> <td style="width: 25%;">2</td> <td style="width: 25%;">3</td> <td style="width: 25%;">4</td> </tr> </table> For Example: You're the assistant marketing director of a hospitality investment company and have been tasked to create a marketing plan. Cont. to #35	1	2	3	4
1	2	3	4			
ELA:2,4,6, 8, 9 M: 2,7,16,17,19 AAI:1,2,3,6 CRP:1,2,4,6,7,8,9	35. Identify the role of marketing in the hospitality and tourism industry and the purpose of measuring return on investment (ROI) for all marketing efforts and the use of demographics.	<table border="1" style="width: 100%; text-align: center;"> <tr> <td style="width: 25%;">1</td> <td style="width: 25%;">2</td> <td style="width: 25%;">3</td> <td style="width: 25%;">4</td> </tr> </table> For Example:	1	2	3	4
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	36. Explain the role of ethics and ethical practices in hospitality and tourism marketing.	<table border="1" style="width: 100%; text-align: center;"> <tr> <td style="width: 25%;">1</td> <td style="width: 25%;">2</td> <td style="width: 25%;">3</td> <td style="width: 25%;">4</td> </tr> </table> For Example: You are the human resources director of a hotel and are creating a presentation for new hires showing ethical and non-ethical practices within the marketing department of the hospitality industry. Cont. to #44	1	2	3	4
1	2	3	4			
	37. Identify the role and responsibilities of sales in the hospitality and tourism industry.	<table border="1" style="width: 100%; text-align: center;"> <tr> <td style="width: 25%;">1</td> <td style="width: 25%;">2</td> <td style="width: 25%;">3</td> <td style="width: 25%;">4</td> </tr> </table> For Example:	1	2	3	4
1	2	3	4			
	38. Identify the structure and positions found in a hospitality and tourism sales department.	<table border="1" style="width: 100%; text-align: center;"> <tr> <td style="width: 25%;">1</td> <td style="width: 25%;">2</td> <td style="width: 25%;">3</td> <td style="width: 25%;">4</td> </tr> </table> For Example:	1	2	3	4
1	2	3	4			
	39. Identify the purpose of prospecting, the role of the Internet, networking, relationship building, strategic alliances, and referrals in hospitality and tourism sales.	<table border="1" style="width: 100%; text-align: center;"> <tr> <td style="width: 25%;">1</td> <td style="width: 25%;">2</td> <td style="width: 25%;">3</td> <td style="width: 25%;">4</td> </tr> </table> For Example:	1	2	3	4
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	40. Identify and explain the types of sales, the purpose of upgrading sales, and the role of specialty sales in the hospitality and tourism industry.	<table border="1" style="width: 100%; text-align: center;"> <tr> <td style="width: 25%;">1</td> <td style="width: 25%;">2</td> <td style="width: 25%;">3</td> <td style="width: 25%;">4</td> </tr> </table> For Example:	1	2	3	4
1	2	3	4			
	41. Analyze the marketing cycle.	<table border="1" style="width: 100%; text-align: center;"> <tr> <td style="width: 25%;">1</td> <td style="width: 25%;">2</td> <td style="width: 25%;">3</td> <td style="width: 25%;">4</td> </tr> </table> For Example:	1	2	3	4
1	2	3	4			
	42. Generate, assess, and monitor marketing information.	<table border="1" style="width: 100%; text-align: center;"> <tr> <td style="width: 25%;">1</td> <td style="width: 25%;">2</td> <td style="width: 25%;">3</td> <td style="width: 25%;">4</td> </tr> </table> For Example:	1	2	3	4
1	2	3	4			
	43. Formulate a position statement.	<table border="1" style="width: 100%; text-align: center;"> <tr> <td style="width: 25%;">1</td> <td style="width: 25%;">2</td> <td style="width: 25%;">3</td> <td style="width: 25%;">4</td> </tr> </table> For Example:	1	2	3	4
1	2	3	4			

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PROGRAM COMPETENCY PROFILE FOR CAREER TECHNICAL EDUCATION
Career Cluster: Hospitality and Tourism

Program Name: Hotel/Motel Administration/Management CIP: 520904

Effective 9/2016

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	44. Identify and summarize target markets.	<table border="1" style="width: 100%; text-align: center;"> <tr> <td style="width: 25%;">1</td> <td style="width: 25%;">2</td> <td style="width: 25%;">3</td> <td style="width: 25%;">4</td> </tr> </table> For Example:	1	2	3	4
1	2	3	4			
Understand the importance of safety and security in the hospitality and tourism industry <i>Safety/Security and Operational Safety</i> ELA: 2,4,6,8,9 AAI: 1,2,8 CRP:1,2,4,5,6,7,8,9	45. Identify the purpose of maintaining a safe, healthy environment for guests and employees.	<table border="1" style="width: 100%; text-align: center;"> <tr> <td style="width: 25%;">1</td> <td style="width: 25%;">2</td> <td style="width: 25%;">3</td> <td style="width: 25%;">4</td> </tr> </table> For Example: You're going to start your own lodging facility. You have developed a business security plan and will present your business security plan to a new investor. Cont. to #50	1	2	3	4
	1	2	3	4		
	46. Identify, explain and demonstrate the procedures and practices associated with workplace safety and security for the hotel industry (OSHA, state, local codes/laws).	<table border="1" style="width: 100%; text-align: center;"> <tr> <td style="width: 25%;">1</td> <td style="width: 25%;">2</td> <td style="width: 25%;">3</td> <td style="width: 25%;">4</td> </tr> </table> For Example:	1	2	3	4
	1	2	3	4		
47. Define, prepare, and assess security programs within the hospitality industry.	<table border="1" style="width: 100%; text-align: center;"> <tr> <td style="width: 25%;">1</td> <td style="width: 25%;">2</td> <td style="width: 25%;">3</td> <td style="width: 25%;">4</td> </tr> </table> For Example:	1	2	3	4	
1	2	3	4			
48. Describe and maintain housekeeping security procedures.	<table border="1" style="width: 100%; text-align: center;"> <tr> <td style="width: 25%;">1</td> <td style="width: 25%;">2</td> <td style="width: 25%;">3</td> <td style="width: 25%;">4</td> </tr> </table> For Example:	1	2	3	4	
1	2	3	4			
49. Describe the role of security in maintaining control over both metal and electronic key systems for a property.	<table border="1" style="width: 100%; text-align: center;"> <tr> <td style="width: 25%;">1</td> <td style="width: 25%;">2</td> <td style="width: 25%;">3</td> <td style="width: 25%;">4</td> </tr> </table> For Example:	1	2	3	4	
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	50. Identify the types of emergencies common during daily operations.	<table border="1" style="display: inline-table; vertical-align: top;"> <tr> <td style="width: 20px; text-align: center;">1</td> <td style="width: 20px; text-align: center;">2</td> <td style="width: 20px; text-align: center;">3</td> <td style="width: 20px; text-align: center;">4</td> </tr> </table> For Example:	1	2	3	4
1	2	3	4			
Understand the role of management, leadership, and Corporate Culture in order to successfully manage and guide business decisions. <i>Hospitality & Tourism Leadership</i> ELA: 2,4,6, 7, 8,9 M: 2, 6,7, 16, 17,19 AAI:1,2, 3, 6, 9 CRP: 1, 2,4,5, 6,7,8, 9	51. Identify the types of leadership positions available in the hospitality and tourism industry.	<table border="1" style="display: inline-table; vertical-align: top;"> <tr> <td style="width: 20px; text-align: center;">1</td> <td style="width: 20px; text-align: center;">2</td> <td style="width: 20px; text-align: center;">3</td> <td style="width: 20px; text-align: center;">4</td> </tr> </table> For Example: As a researcher for the hospitality and tourism industry you have been hired by Business Review to compile information on entrepreneurs and other business leaders who have been recognized as leaders in this field. You will publish the article in Business Review. Cont. to #54	1	2	3	4
1	2	3	4			
	52. Identify traits of effective leaders.	<table border="1" style="display: inline-table; vertical-align: top;"> <tr> <td style="width: 20px; text-align: center;">1</td> <td style="width: 20px; text-align: center;">2</td> <td style="width: 20px; text-align: center;">3</td> <td style="width: 20px; text-align: center;">4</td> </tr> </table> For Example:	1	2	3	4
1	2	3	4			
	53. Identify why leaders must create leadership development goals and a path for meeting those goals.	<table border="1" style="display: inline-table; vertical-align: top;"> <tr> <td style="width: 20px; text-align: center;">1</td> <td style="width: 20px; text-align: center;">2</td> <td style="width: 20px; text-align: center;">3</td> <td style="width: 20px; text-align: center;">4</td> </tr> </table> For Example:	1	2	3	4
1	2	3	4			
	54. Discuss and assess the corporate culture within an organization.	<table border="1" style="display: inline-table; vertical-align: top;"> <tr> <td style="width: 20px; text-align: center;">1</td> <td style="width: 20px; text-align: center;">2</td> <td style="width: 20px; text-align: center;">3</td> <td style="width: 20px; text-align: center;">4</td> </tr> </table> For Example:	1	2	3	4
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	55 Analyze the challenges and opportunities in welcoming diverse cultures to your property.	<table border="1" style="width: 100%; text-align: center;"> <tr> <td style="width: 25%;">1</td> <td style="width: 25%;">2</td> <td style="width: 25%;">3</td> <td style="width: 25%;">4</td> </tr> </table> For Example: As the VP of operations of a large hotel group, you have been working on a document comparing two properties in different types of locations and assessing how the properties differ and what challenges each property faces. You will present your findings to your CEO. Cont. to # 59	1	2	3	4
1	2	3	4			
	56. Define and explain the effects of power and empowerment within an organization.	<table border="1" style="width: 100%; text-align: center;"> <tr> <td style="width: 25%;">1</td> <td style="width: 25%;">2</td> <td style="width: 25%;">3</td> <td style="width: 25%;">4</td> </tr> </table> For Example:	1	2	3	4
1	2	3	4			
<i>Leadership and the Guest Cycle</i>	57. Identify the leadership skills and processes that lead to a seamless guest cycle.	<table border="1" style="width: 100%; text-align: center;"> <tr> <td style="width: 25%;">1</td> <td style="width: 25%;">2</td> <td style="width: 25%;">3</td> <td style="width: 25%;">4</td> </tr> </table> For Example:	1	2	3	4
	1	2	3	4		
	58. Describe how employee empowerment contributes to effective guest recovery.	<table border="1" style="width: 100%; text-align: center;"> <tr> <td style="width: 25%;">1</td> <td style="width: 25%;">2</td> <td style="width: 25%;">3</td> <td style="width: 25%;">4</td> </tr> </table> For Example:	1	2	3	4
1	2	3	4			
59. Explain how problem solving contributes to leadership processes in hospitality and tourism.	<table border="1" style="width: 100%; text-align: center;"> <tr> <td style="width: 25%;">1</td> <td style="width: 25%;">2</td> <td style="width: 25%;">3</td> <td style="width: 25%;">4</td> </tr> </table> For Example:	1	2	3	4	
1	2	3	4			
<i>Leadership, Employees, and Communication</i>	60. Describe the purpose of a mission statement.	<table border="1" style="width: 100%; text-align: center;"> <tr> <td style="width: 25%;">1</td> <td style="width: 25%;">2</td> <td style="width: 25%;">3</td> <td style="width: 25%;">4</td> </tr> </table> For Example: You are the proprietor of a new hotel and you have been tasked to compare and contrast different mission statements to aid in the creation of your own.	1	2	3	4
	1	2	3	4		
61. Explain communication strategies that can help managers deal with difficult employees.	<table border="1" style="width: 100%; text-align: center;"> <tr> <td style="width: 25%;">1</td> <td style="width: 25%;">2</td> <td style="width: 25%;">3</td> <td style="width: 25%;">4</td> </tr> </table> For Example: You are the pm hotel manager who had to take disciplinary action with a staff member. Determine what strategies of communication you will employ to notify the am manager of the disciplinary follow-up. Cont. to #62	1	2	3	4	
1	2	3	4			

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	62. Explain why training for leaders in hospitality and tourism is necessary.	<table border="1" style="width: 100%; text-align: center;"> <tr> <td>1</td><td>2</td><td>3</td><td>4</td> </tr> </table> For Example:	1	2	3	4
1	2	3	4			
	63. Explain the role of job descriptions and specifications in measuring employee performance.	<table border="1" style="width: 100%; text-align: center;"> <tr> <td>1</td><td>2</td><td>3</td><td>4</td> </tr> </table> For Example: You are the director of human resources for a large hotel and are conducting annual performance reviews. You have been asked to review and update the evaluation tool for employees and a schedule for its implementation.	1	2	3	4
1	2	3	4			
<i>Front Office Leadership</i>	64. Identify the reports attached to the night audit process.	<table border="1" style="width: 100%; text-align: center;"> <tr> <td>1</td><td>2</td><td>3</td><td>4</td> </tr> </table> For Example: See # 32	1	2	3	4
1	2	3	4			
	65. Describe how and why labor costs are managed by the front office.	<table border="1" style="width: 100%; text-align: center;"> <tr> <td>1</td><td>2</td><td>3</td><td>4</td> </tr> </table> For Example: You are the front officer manager and have been tasked by your supervisor to create a schedule for the front office employees and explain cost differentials.	1	2	3	4
1	2	3	4			
<i>Managing Housekeeping Operations</i>	66. Identify the duties and responsibilities of the executive housekeeper and positions they oversee.	<table border="1" style="width: 100%; text-align: center;"> <tr> <td>1</td><td>2</td><td>3</td><td>4</td> </tr> </table> For Example: As the human resource director, you are responsible for developing a job description for the executive housekeeper and update job descriptions of all housekeeping staff falling within their scope of supervision. You will share your job description with your colleagues and implement throughout your hotel chain.	1	2	3	4
1	2	3	4			

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	67. Identify methods housekeeping management can implement to control labor expenses and monitor performance standards.	<table border="1" style="width: 100%; text-align: center;"> <tr> <td style="width: 25%;">1</td> <td style="width: 25%;">2</td> <td style="width: 25%;">3</td> <td style="width: 25%;">4</td> </tr> </table> For Example: As the executive housekeeper you will create a Standard Operating Procedure (SOP) for the room cleaning process. One process for an occupied room and one for a recently vacated room. The SOP will compare the two cleaning processes (A will list out the order in which a newly vacated room should be cleaned and B will discuss the way you would like an occupied room cleaned). When creating this checklist also consider it from the guest's perspective. You will share this with your team to evaluate where successful change can be made that can reduce overhead, and improve housekeeping operations.	1	2	3	4
1	2	3	4			
<i>Leadership and Facilities Management</i>	68. Summarize the duties and responsibilities of the chief engineer.	<table border="1" style="width: 100%; text-align: center;"> <tr> <td style="width: 25%;">1</td> <td style="width: 25%;">2</td> <td style="width: 25%;">3</td> <td style="width: 25%;">4</td> </tr> </table> For Example: See #21	1	2	3	4
1	2	3	4			
	69. Identify various measures facilities managers can take to manage and conserve energy.	<table border="1" style="width: 100%; text-align: center;"> <tr> <td style="width: 25%;">1</td> <td style="width: 25%;">2</td> <td style="width: 25%;">3</td> <td style="width: 25%;">4</td> </tr> </table> For Example: See #21	1	2	3	4
1	2	3	4			
	70. Describe common emergency systems.	<table border="1" style="width: 100%; text-align: center;"> <tr> <td style="width: 25%;">1</td> <td style="width: 25%;">2</td> <td style="width: 25%;">3</td> <td style="width: 25%;">4</td> </tr> </table> For Example: See #23	1	2	3	4
1	2	3	4			
<i>Food and Beverage Service Leadership</i>	71. Identify the organizational structures of various food and beverage operations and describe how restaurants attract and retain staff.	<table border="1" style="width: 100%; text-align: center;"> <tr> <td style="width: 25%;">1</td> <td style="width: 25%;">2</td> <td style="width: 25%;">3</td> <td style="width: 25%;">4</td> </tr> </table> For Example: As the HR assistant, you have been assigned to create an organizational chart and an employee incentive program. You will present this to your supervisor.	1	2	3	4
1	2	3	4			
	72. Explain the steps involved in menu planning and menu design, and explain the value of periodic menu evaluation.	<table border="1" style="width: 100%; text-align: center;"> <tr> <td style="width: 25%;">1</td> <td style="width: 25%;">2</td> <td style="width: 25%;">3</td> <td style="width: 25%;">4</td> </tr> </table> For Example: See #24	1	2	3	4
1	2	3	4			

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	73. Describe procedures and issues involved with purchasing, receiving, storing, issuing, and controlling food and beverage operation supplies and equipment.	<table border="1" style="width: 100%; text-align: center;"> <tr> <td style="width: 25%;">1</td> <td style="width: 25%;">2</td> <td style="width: 25%;">3</td> <td style="width: 25%;">4</td> </tr> </table> For Example: See #24	1	2	3	4
1	2	3	4			
<i>Managing Banquets and Catered Events</i>	74. Explain how banquets and catered events are booked and planned, and describe contracts or letters of agreement and function sheets (BEO).	<table border="1" style="width: 100%; text-align: center;"> <tr> <td style="width: 25%;">1</td> <td style="width: 25%;">2</td> <td style="width: 25%;">3</td> <td style="width: 25%;">4</td> </tr> </table> For Example: See #1	1	2	3	4
	1	2	3	4		
75. Summarize how banquet and catering operations prepare to provide services to clients during an event, from setting up function rooms to scheduling staff members, and preparing, plating, and storing food.	<table border="1" style="width: 100%; text-align: center;"> <tr> <td style="width: 25%;">1</td> <td style="width: 25%;">2</td> <td style="width: 25%;">3</td> <td style="width: 25%;">4</td> </tr> </table> For Example: As the manager, you are meeting with your team to communicate on-going planning for your banquet and catering event.	1	2	3	4	
1	2	3	4			
<i>Managing business operations</i> <i>Human Resources</i>	76. Identify the employment laws that impact the hospitality and tourism industry and the role of human resource managers in applying these laws.	<table border="1" style="width: 100%; text-align: center;"> <tr> <td style="width: 25%;">1</td> <td style="width: 25%;">2</td> <td style="width: 25%;">3</td> <td style="width: 25%;">4</td> </tr> </table> For Example: You are the training manager for a large hospitality group; You have been assigned by your supervisor to create a presentation for human resource managers outlining pertinent labor laws and employee documentation. Cont. to #77	1	2	3	4
	1	2	3	4		
	77. Discuss the importance of documentation of employees (personal records, performance evaluation, disciplinary, etc.)	<table border="1" style="width: 100%; text-align: center;"> <tr> <td style="width: 25%;">1</td> <td style="width: 25%;">2</td> <td style="width: 25%;">3</td> <td style="width: 25%;">4</td> </tr> </table> For Example:	1	2	3	4
1	2	3	4			
78. Develop and analyze training programs within the hospitality industry.	<table border="1" style="width: 100%; text-align: center;"> <tr> <td style="width: 25%;">1</td> <td style="width: 25%;">2</td> <td style="width: 25%;">3</td> <td style="width: 25%;">4</td> </tr> </table> For Example: As a human resource person you are responsible for updating the company manuals. You will present the updated manual to the regional manager.	1	2	3	4	
1	2	3	4			

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<i>Managing Operational Finance</i>	79. Identify the general accounting reports used in the hospitality industry (balance sheets, profit loss, cash flow, general ledger etc.)	<table border="1" style="width: 100%; text-align: center;"> <tr> <td>1</td><td>2</td><td>3</td><td>4</td> </tr> </table> For Example: You are a new business owner meeting with a SCORE representative. The representative has asked you to bring in financial documents and samples of financial reports to determine whether or not your business will be profitable.	1	2	3	4
	1	2	3	4		
80. Distinguish between operations and capital budgets, and explain how to use each appropriately.	<table border="1" style="width: 100%; text-align: center;"> <tr> <td>1</td><td>2</td><td>3</td><td>4</td> </tr> </table> For Example: As the owner of a hotel, you have hired a consultant to create a plan that includes: action for room renovation, annual expenditures, annual upkeep, replacement, and capital improvements.	1	2	3	4	
1	2	3	4			
Understand the importance of personal growth, career readiness and employability skills in order to achieve success in today’s workplace ELA: 2,4,6,7,8,9 AAI:1,2,3,4,7,9 CRP:1,2,3,4,5,6,7,8,9,10,11,12	81. Demonstrate personal growth, community leadership, democratic principles, and social responsibility by participating in activities/events offered through student and professional organizations.	<table border="1" style="width: 100%; text-align: center;"> <tr> <td>1</td><td>2</td><td>3</td><td>4</td> </tr> </table> For Example: As a local inn keeper, you have been asked by the community chairperson to organize and manage the hospitality activities for the annual community festival. You will organize a volunteer committee and delegate individuals to oversee various aspects (publicizing the event, coordinating volunteers in shifts, setup and cleanup, etc.) of the event. http://www.signupgenius.com/	1	2	3	4
1	2	3	4			

Key: Rating Scale: 1 NO EXPOSURE; 2 = NOVICE (Information was covered in class, but student cannot demonstrate skill or knowledge without significant supervision); 3 = PROFICIENT (Student regularly demonstrates the knowledge or skill); 4= MASTERY (Student demonstrates successful completion of this skill numerous times without supervision.)

All Aspect Industry (AAI) Career Ready Practices (CRP) Common Core: E=English Language Arts (Reading, Writing, Research, Listening Speaking, Technology)

M=Mathematics (Numbers Quantity, Algebra, Functions, Geometry, Stat & Prob)