

# Hospitality and Tourism Career Cluster

## Performance Indicators

The Hospitality and Tourism Career Cluster Performance Indicators are used for the following competitive events:

- Hotel and Lodging Management Series
- Hospitality Services Team Decision Making
- Quick Serve Restaurant Management Series
- Restaurant and Food Service Management Series
- Travel and Tourism Team Decision Making

Draft Performance Indicators  
2009 - 2010 DECA Competitive Events

Performance Indicators for this competitive event are used to define the parameters of the written exam and other activities that are part of the overall competition. These performance indicators are a draft of the final document planned for release in the summer of 2010 for the 2011 events. This draft is the basis of events for the 2010 DECA ICDC only.

This draft list was compiled by *MBAResearch* and Curriculum Center and DECA Inc. and represents preliminary efforts to support all DECA competitive events within the overall framework of the National Marketing Education Standards. Individual indicators are based on a review of prior research and on extensive review of available online and print literature—both from industry and education. Over the next year, *MBAResearch* and DECA Inc. will refine the list, edit, and evaluate individual indicators and validate the entire list with the national business community.

For additional information on these Performance Indicators, the National Curriculum Framework, or the National Marketing Education Standards, please visit the *MBAResearch* web site at [www.MBAResearch.org](http://www.MBAResearch.org). Questions may be e-mailed to [betho@MBAResearch.org](mailto:betho@MBAResearch.org)

**TABLE OF CONTENTS**

Business Law.....3

Communication Skills.....5

Customer Relations.....7

Economics.....8

Emotional Intelligence.....10

Financial Analysis.....13

Human Resources Management.....16

Information Management.....17

Marketing.....19

Operations.....20

Professional Development.....23

Strategic Management.....25

Distribution / Channel Management.....26

Marketing-Information Management.....27

Market Planning.....29

Pricing.....30

Product/Service Management.....31

Promotion.....34

Selling.....37

**Note: Performance Indicators with \* in front will only be used for role-plays and case studies. Performance Indicators without \* in front will be used for comprehensive exam questions, role-plays and case studies.**

**Instructional Area: Business Law**

**Knowledge and Skill Statement:** Understands business’s responsibility to know and abide by laws, regulations, and ethical behavior that affect business operations and transactions

**Performance Element:** Acquire foundational knowledge of business laws and regulations to understand their nature and scope.

**Performance Indicators:**

- Discuss the nature of law and sources of law in the United States
- Describe the United States’ judicial system
- Describe legal issues affecting businesses

**Performance Element:** Understand the civil foundations of the legal environment of business to demonstrate knowledge of contracts.

**Performance Indicators:**

- Identify the basic torts relating to business enterprises
- Describe the nature of legally binding contracts

**Performance Element:** Explore the regulatory environment of United States’ businesses to understand the diversity of regulations.

**Performance Indicators:**

- Describe the nature of legal procedure
- Discuss the nature of debtor-creditor relationships
- Explain the nature of agency relationships
- Discuss the nature of environmental law
- Discuss the role of administrative law

**Performance Element:** Apply knowledge of business ownership to establish and continue business operations.

**Performance Indicators:**

- Explain types of business ownership

**Performance Element:** Acquire knowledge of commerce laws and regulations to continue business operations.

**Performance Indicators:**

- Explain the nature of regulations affecting the hospitality and tourism industry
- Describe the rights of customers in the hospitality and tourism industry

**Performance Element:** Understand human-resource laws and regulations to facilitate business operations.

**Performance Indicators:**

- \*Explain the nature of personnel regulations
- \*Explain the nature of workplace regulations (including OSHA, ADA)

**Performance Element: Additional specialized performance indicators**

**Performance Indicators:**

- \*Explain the impact of the ADA on providing guest services
- \*Explain the nature of restaurant health and sanitation laws
- \*Ensure restaurant is in compliance with health codes

**Instructional Area: Communication Skills**

**Knowledge and Skill Statement:** Understands the concepts, strategies, and systems used to obtain and convey ideas and information

**Performance Element:** Read to acquire meaning from written material and to apply the information to a task.

**Performance Indicators:**

- Identify sources that provide relevant, valid written material
- Extract relevant information from written materials
- Apply written directions to achieve tasks
- Analyze company resources to ascertain policies and procedures

**Performance Element:** Apply active listening skills to demonstrate understanding of what is being said.

**Performance Indicators:**

- Explain communication techniques that support and encourage a speaker
- Follow oral directions
- Demonstrate active listening skills

**Performance Element:** Apply verbal skills to obtain and convey information.

**Performance Indicators:**

- Explain the nature of effective verbal communications
- Ask relevant questions
- Interpret others' nonverbal cues
- Provide legitimate responses to inquiries
- Give verbal directions
- Employ communication styles appropriate to target audience
- Defend ideas objectively
- Handle telephone calls in a businesslike manner
- Participate in group discussions
- Make oral presentations

**Performance Element:** Record information to maintain and present a report of business activity.

**Performance Indicators:**

- Utilize note-taking strategies
- Organize information
- Select and use appropriate graphic aids

**Performance Element:** Communicate with staff to clarify workplace objectives.

**Performance Indicators:**

- Explain the nature of staff communication
- Choose appropriate channel for workplace communication
- Participate in a staff meeting
- \*Provide directions for completing job tasks

**Performance Element:** Write internal and external business correspondence to convey and obtain information effectively.

**Performance Indicators:**

Explain the nature of effective written communications  
Select and utilize appropriate formats for professional writing  
Edit and revise written work consistent with professional standards  
Write professional e-mails  
Write business letters  
Write informational messages  
Write inquiries  
Write persuasive messages  
Write executive summaries  
Prepare simple written reports

**Performance Element: Additional specialized performance indicators**

**Performance Indicators:**

- \*Respond to guest inquiries
- \*Give directions to other locations
- \*Respond to requests for facilities/services/community information
- \*Inform guest/clients of local sites/events
- \*Direct guest/client to other locations
- \*Inquire about/confirm fares, schedules, or accommodations for clients
- \*Confirm transportation fares
- \*Orient clients to locale
- \*Conduct pre-departure briefing
- \*Direct guest/client to other locations
- \*Assist customer with passport and visa
- \*Explain communication services that can be used to assist clients with specialized needs
- \*Greet guests
- \*Confirm guest's reservation

**Instructional Area: Customer Relations**

**Knowledge and Skill Statement:** Understands the techniques and strategies used to foster positive, ongoing relationships with customers

**Performance Element:** Foster positive relationships with customers to enhance company image.

**Performance Indicators:**

- Explain the nature of positive customer relations
- Demonstrate a customer-service mindset
- Reinforce service orientation through communication
- Respond to customer inquiries
- Adapt communication to the cultural and social differences among clients
- Interpret business policies to customers/clients

**Performance Element:** Resolve conflicts with/for customers to encourage repeat business.

**Performance Indicators:**

- Handle difficult customers
- Handle customer/client complaints

**Performance Element:** Reinforce company's image to exhibit the company's brand promise.

**Performance Indicators:**

- Identify company's brand promise
- Determine ways of reinforcing the company's image through employee performance

**Performance Element:** Understand the nature of customer relationship management to show its contributions to a company.

**Performance Indicators:**

- Discuss the nature of customer relationship management
- Explain the role of ethics in customer relationship management
- Describe the use of technology in customer relationship management

**Instructional Area: Economics**

**Knowledge and Skill Statement:** Understands the economic principles and concepts fundamental to business operations

**Performance Element:** Understand fundamental economic concepts to obtain a foundation for employment in business.

**Performance Indicators:**

- Distinguish between economic goods and services
- Explain the concept of economic resources
- Describe the concepts of economic scarcity and economic activities
- Determine economic utilities created by business activities
- Explain the principles of supply and demand
- Describe the functions of prices in markets
- \*Describe the concept of price

**Performance Element:** Understand the nature of business to show its contributions to society.

**Performance Indicators:**

- Explain the role of business in society
- Describe types of business activities
- Explain the organizational design of businesses
- Discuss the global environment in which businesses operate
- Describe factors that affect the business environment
- Explain the nature of business ethics
- Explain how organizations adapt to today's markets

**Performance Element:** Understand economic systems to be able to recognize the environments in which businesses function.

**Performance Indicators:**

- Explain the types of economic systems
- Explain the concept of private enterprise
- Identify factors affecting a business's profit
- Determine factors affecting business risk
- Explain the concept of competition
- \*Describe businesses' market structures

**Performance Element:** Acquire knowledge of the impact of government on business activities to make informed economic decisions.

**Performance Indicators:**

- Determine the relationship between government and business
- Describe the nature of taxes

**Performance Element:** Understand the nature of business to show its contributions to society.

**Performance Indicators:**

- Explain the economic impact of hospitality and tourism on a community or an area

**Performance Element:** Understand economic indicators to recognize economic trends and conditions.

**Performance Indicators:**

Discuss the measure of consumer spending as an economic indicator

Describe the economic impact of inflation on business

Explain the concept of Gross Domestic Product (GDP)

Discuss the impact of a nation's unemployment rates

Explain the economic impact of interest-rate fluctuations

Determine the impact of business cycles on business activities

\*Explain measures used to analyze economic conditions

\*Describe the concept of price stability as an economic measure

**Performance Element:** Determine global trade's impact on business decision-making.

**Performance Indicators:**

Explain the nature of global trade

Describe the determinants of exchange rates and their effects on the domestic economy

Discuss the impact of cultural and social environments on global trade

**Performance Element:** Additional specialized performance indicators

**Performance Indicators:**

\*Compute currency conversions

\*Describe the impact of international policies on the travel and tourism industry

**Instructional Area: Emotional Intelligence**

**Knowledge and Skill Statement:** Understands techniques, strategies, and systems used to foster self-understanding and enhance relationships with others

**Performance Element:** Foster self-understanding to recognize the impact of personal feelings on others.

**Performance Indicators:**

- Describe the nature of emotional intelligence
- Explain the concept of self esteem
- Recognize personal biases and stereotypes
- Assess personal strengths and weaknesses

**Performance Element:** Develop personal traits to foster career advancement.

**Performance Indicators:**

- Identify desirable personality traits important to business
- Exhibit self-confidence
- Demonstrate interest and enthusiasm
- Demonstrate initiative
- Describe personal traits important to the success in hospitality and tourism management

**Performance Element:** Apply ethics to demonstrate trustworthiness.

**Performance Indicators:**

- Demonstrate responsible behavior
- Demonstrate honesty and integrity
- Demonstrate ethical work habits

**Performance Element:** Exhibit techniques to manage emotional reactions to people and situations.

**Performance Indicators:**

- Exhibit a positive attitude
- Demonstrate self control
- Explain the use of feedback for personal growth
- Adjust to change
- \*Lead change
- \*Explain the nature of stress management

**Performance Element:** Manage stressful situations to minimize negative workplace interactions.

**Performance Indicators:**

- Use appropriate assertiveness
- Use conflict-resolution skills
- Explain the nature of stress management

**Performance Element:** Identify with others' feelings, needs, and concerns to enhance interpersonal relations.

**Performance Indicators:**

Respect the privacy of others

Show empathy for others

Exhibit cultural sensitivity

\*Explain the impact of political relationships within an organization

\*Explain the nature of positive customer/client relations

\*Demonstrate a customer-service mindset

\*Explain management's role in customer relations

**Performance Element:** Use communication skills to foster open, honest communications.

**Performance Indicators:**

Explain the nature of effective communications

Explain ethical considerations in providing information

**Performance Element:** Use communication skills to influence others.

**Performance Indicators:**

Persuade others

Demonstrate negotiation skills

**Performance Element:** Implement teamwork techniques to accomplish goals.

**Performance Indicators:**

Participate as a team member

Use consensus-building skills

Motivate team members

**Performance Element:** Employ leadership skills to achieve workplace objectives.

**Performance Indicators:**

Explain the concept of leadership

Determine personal vision

Demonstrate adaptability

Develop an achievement orientation

Lead change

Enlist others in working toward a shared vision

Coach others

**Performance Element: Manage internal and external business relationships to foster positive interactions.**

**Performance Indicators:**

- Treat others fairly at work
- Foster positive working relationships
- Maintain collaborative partnerships with colleagues
- Explain the impact of political relationships within an organization
- \*Foster positive working relationships
- \*Explain the concept of leadership
- \*Reinforce service orientation through communication
- \*Interpret business policies to customers/clients
- \*Encourage team building
- \*Recognize/Reward others for their efforts and contributions
- \*Respond to customer inquiries
- \*Participate as a team member
- \*Use consensus-building skills
- \*Persuade others
- \*Explain ethical considerations in providing information
- \*Handle difficult customers
- \*Handle customer/client complaints

**Performance Element: Additional specialized performance indicators**

**Performance Indicators:**

- \*Explain the concept of gratuities
- \*Give directions to other locations
- \*Assess customer's special needs (e.g., children, disabilities, etc.)
- \*Verify customer's identification when providing age-restricted products
- \*Provide customer service in compliance with ADA
- \*Resolve disputes raised by customers
- \*Arrange local sightseeing tours for guests
- \*Process room changes

**Instructional Area: Financial Analysis**

**Knowledge and Skill Statement:** Understands tools, strategies, and systems used to maintain, monitor, control, and plan the use of financial resources

**Performance Element:** Understand the fundamental principles of money needed to make financial exchanges.

**Performance Indicators:**

- Explain forms of financial exchange (cash, credit, debit, electronic funds transfer, etc.)
- Identify types of currency (paper money, coins, banknotes, government bonds, treasury notes, etc.)
- Describe functions of money (medium of exchange, unit of measure, store of value)
- Describe sources of income (wages/salaries, interest, rent, dividends, transfer payments, etc.)
- Explain the time value of money
- Explain the purposes and importance of credit
- Explain legal responsibilities associated with financial exchanges
- \*Explain the nature and scope of financing

**Performance Element:** Analyze financial needs and goals to determine financial requirements.

**Performance Indicators:**

- Explain the nature of financial needs (e.g., college, retirement, wills, insurance, etc.)
- Set financial goals
- Develop personal budget
- \*Determine profitability of business services

**Performance Element:** Manage personal finances to achieve financial goals.

**Performance Indicators:**

- Explain the nature of tax liabilities
- Interpret a pay stub
- Prepare bank account documents (e.g., checks, deposit/withdrawal slips, endorsements, etc.)
- Maintain financial records
- Read and reconcile bank statements
- Demonstrate the wise use of credit
- Validate credit history
- Protect against identity theft
- Prepare personal income tax forms (i.e., 1040 EZ form)

**Performance Element:** Understand the use of financial-services providers to aid in financial-goal achievement.

**Performance Indicators:**

- Describe types of financial-services providers
- Discuss considerations in selecting a financial-services provider
- \*Establish investment goals and objectives

**Performance Element:** Use investment strategies to ensure financial well-being.

**Performance Indicators:**

- Explain types of investments

**Performance Element:** Identify potential business threats and opportunities to protect a business's financial well-being.

**Performance Indicators:**

Describe the concept of insurance  
Explain the nature of risk management

**Performance Element:** Acquire a foundational knowledge of accounting to understand its nature and scope.

**Performance Indicators:**

Explain the concept of accounting  
Explain the need for accounting standards  
Discuss the role of ethics in accounting  
Explain the use of technology in accounting  
Explain legal considerations for accounting

**Performance Element:** Implement accounting procedures to track money flow and to determine financial status.

**Performance Indicators:**

Describe the nature of cash flow statements  
Explain the nature of balance sheets  
Describe the nature of income statements  
\*Prepare invoices  
\*Maintain petty cash records  
\*Maintain daily financial statements  
\*Record and report sales tax  
\*Prepare cash flow statements  
\*Describe the nature of profit-and-loss statements

**Performance Element:** Acquire a foundational knowledge of finance to understand its nature and scope.

**Performance Indicators:**

Explain the role of finance in business  
Discuss the role of ethics in finance  
Explain legal considerations for finance

**Performance Element:** Manage financial resources to ensure solvency.

**Performance Indicators:**

Describe the nature of budgets  
\*Forecast sales  
\*Calculate financial ratios  
\*Explain the nature of operating budgets  
\*Develop company's department's budget  
\*Analyze cash-flow patterns  
\*Conduct break-even analysis  
\*Interpret financial statements

**Performance Element: Additional specialized performance indicators**

**Performance Indicators:**

- \*Determine profitability of menu items
- \*Analyze restaurant sales (average check, seat turnover, sales per square foot)
- \*Develop food cost-control plans
- \*Balance daily posting transactions
- \*Prepare daily revenue report
- \*Reconcile cash banks and cashier cash deposits
- \*Analyze the revenue contribution of food service operations to a hotel's profitability

**Instructional Area: Human Resources Management**

**Knowledge and Skill Statement:** Understands the tools techniques, and systems that businesses use to plan, staff, lead, and organize its human resources

**Performance Element:** Understand the role and function of human resources management to obtain a foundational knowledge of its nature and scope.

**Performance Indicators:**

- Discuss the nature of human resources management
- Explain the role of ethics in human resources management
- Describe the use of technology in human resources management

**Performance Element:** Employ skills needed to organize and facilitate work efforts

**Performance Indicators:**

- \*Describe ethics in personnel issues
- \*Explain the nature of wage and benefit programs

**Performance Element:** Utilize techniques to staff an organization or a department within an organization

**Performance Indicators:**

- \*Determine hiring needs
- \*Screen job applications/resumes
- \*Interview job applicants
- \*Select and hire new employees
- \*Conduct exit interviews
- \*Determine whether to dismiss/fire employees
- \*Maintain personnel records

**Performance Element:** Manage staff growth and development to increase productivity and employee satisfaction.

**Performance Indicators:**

- Orient new employees
- \*Explain the role of training and human resource development
- \*Explain the nature of management/supervisory training
- \*Coach employees
- \*Recognize/reward employees
- \*Handle employee complaints and grievances
- \*Ensure equitable opportunities for employees
- \*Assess employee performance
- \*Explain the nature of remedial action

**Performance Element:** Additional specialized performance indicators

**Performance Indicators:**

- \*Establish staffing and service ratios
- \*Train employees to use travel technology
- \*Coordinate the preparation of guest rooms

**Instructional Area: Information Management**

**Knowledge and Skill Statement:** Understands tools, strategies, and systems needed to access, process, maintain, evaluate, and disseminate information to assist business decision-making

**Performance Element:** Use information literacy skills to increase workplace efficiency and effectiveness.

**Performance Indicators:**

- Assess information needs
- Obtain needed information efficiently
- Evaluate quality and source of information
- Apply information to accomplish a task
- Store information for future use

**Performance Element:** Acquire a foundational knowledge of information management to understand its nature and scope.

**Performance Indicators:**

- Discuss the nature of information management
- Explain the role of ethics in information management
- Explain legal issues associated with information management

**Performance Element:** Utilize information-technology tools to manage and perform work responsibilities.

**Performance Indicators:**

- Identify ways that technology impacts business
- Explain the role of information systems
- Discuss principles of computer systems
- Use basic operating systems
- Describe the scope of the Internet
- Demonstrate basic e-mail functions
- Demonstrate personal information management/productivity applications
- Demonstrate basic web-search skills
- Demonstrate basic word processing skills
- Demonstrate basic presentation applications
- Demonstrate basic database applications
- Demonstrate basic spreadsheet applications
- Use an integrated business software application package
- Demonstrate collaborative/groupware applications
- Create and post basic web page
- Explain ways that technology impacts the hospitality and tourism industry
- Use software to automate services
- Use database for information analysis

**Performance Element:** Maintain business records to facilitate business operations.

**Performance Indicators:**

Describe the nature of business records  
Maintain customer records

**Performance Element:** Acquire information to guide business decision-making.

**Performance Indicators:**

Describe current business trends  
Monitor internal records for business information  
Conduct an environmental scan to obtain business information  
Interpret statistical findings  
Describe current issues and trends in the hospitality and tourism industry

**Performance Element: Additional specialized performance indicators**

**Performance Indicators:**

- \*Explain ways that technology impacts the food and beverage industry
- \*Describe current issues and trends in the food and beverage industry (QSRM, TTDM, HLM, HTDM)
- \*Explain the nature of technological services that lodging facilities provide to improve guest service
- \*Describe the functions of a call accounting system
- \*Describe the functions of automatic call features
- \*Describe types of guest reservations
- \*Explain ways in which guest make reservations
- \*Forecast occupancy levels

## **Instructional Area: Marketing**

**Knowledge and Skill Statement:** Understands the tools, techniques, and systems that businesses use to create exchanges and satisfy organizational objectives

**Performance Element:** Understand marketing's role and function in business to facilitate economic exchanges with customers.

**Performance Indicators:**

Explain marketing and its importance in a global economy

Describe marketing functions and related activities

Differentiate between service marketing and product marketing

Explain the nature of hospitality and tourism marketing

**Performance Element:** Acquire foundational knowledge of customer/client/business behavior to understand what motivates decision-making.

**Performance Indicators:**

Explain customer/client/business buying behavior

Discuss actions employees can take to achieve the company's desired results

Demonstrate connections between company actions and results (e.g., influencing consumer buying behavior, gaining market share, etc.)

**Performance Element:** Understand company's unique selling proposition to recognize what sets the company apart from its competitors.

**Performance Indicators:**

Identify company's unique selling proposition

Identify internal and external service standards

**Instructional Area: Operations**

**Knowledge and Skill Statement:** Understands the processes and systems implemented to monitor, plan, and control the day-to-day activities required for continued business functioning

**Performance Element:** Understand operation's role and function in business to value its contribution to a company.

**Performance Indicators:**

- Explain the nature of operations
- Discuss the role of ethics in operations
- Describe the use of technology in operations

**Performance Element:** Adhere to health and safety regulations to support a safe work environment.

**Performance Indicators:**

- Describe health and safety regulations in business
- Report noncompliance with business health and safety regulations

**Performance Element: Implement safety procedures to minimize loss.**

**Performance Indicators:**

- Follow instructions for use of equipment, tools, and machinery
- Follow safety precautions
- Maintain a safe work environment
- Explain procedures for handling accidents
- Handle and report emergency situations
- Practice safe and sanitary handling/disposal of wastes/recyclables
- Handle emergency situations in hospitality and tourism

**Performance Element: Implement security policies/procedures to minimize chance for loss.**

**Performance Indicators:**

- Explain routine security precautions
- Follow established security procedures/policies
- Protect company information and intangibles
- Explain security considerations in the hospitality and tourism industry
- Discuss employee security issues in hospitality and tourism
- Explain procedures for handling robbery situations

**Performance Element:** Utilize project-management skills to improve workflow and minimize costs.

**Performance Indicators:**

- Explain the nature of project management
- Identify resources needed for project
- Develop project plan
- Apply project-management tools to monitor project progress
- Evaluate project results

**Performance Element:** Implement purchasing activities to obtain business supplies, equipment, and services.

**Performance Indicators:**

Explain the nature and scope of purchasing  
Place orders/reorders  
Maintain inventory of supplies  
Manage the bid process in purchasing  
Select vendors  
Evaluate vendor performance

**Performance Element:** Understand production's role and function in business to recognize its need in an organization.

**Performance Indicators:**

Explain the concept of production  
Describe production activities

**Performance Element:** Implement organizational skills to improve efficiency and workflow

**Performance Indicators:**

- \*Use time-management principles
- \*Develop project plan
- \*Manage projects
- \*Schedule employees

**Performance Element:** Implement quality-control processes to minimize errors and to expedite workflow.

**Performance Indicators:**

Identify quality-control measures  
Utilize quality control methods at work

**Performance Element:** Utilize business systems to expedite workflow and enhance a business's image.

**Performance Indicators:**

Describe crucial elements of a quality culture  
\*Describe the role of management in the achievement of quality  
\*Analyze business systems and procedures

**Performance Element:** Implement expense-control strategies to enhance a business's financial wellbeing.

**Performance Indicators:**

Explain the nature of overhead/operating costs  
Explain employee's role in expense control  
Track invoices  
\*Develop expense-control plans  
\*Use budgets to control operations

**Performance Element: Maintain property and equipment to facilitate ongoing business activities.**

**Performance Indicators:**

Identify routine activities for maintaining business facilities and equipment

**Performance Element: Analyze security issues to protect the company.**

**Performance Indicators:**

Maintain data security

**Performance Element: Perform activities to facilitate ongoing business operations**

**Performance Indicators:**

\*Maintain inventory of supplies

\*Identify resources needed for project

**Performance Element: Additional specialized performance indicators**

**Performance Indicators:**

\*Explain procedure for reducing bad check losses

\*Explain procedures for handling robbery situations

\*Develop procedures for safeguarding cash

\*Monitor and maintain food-holding temperatures

\*Demonstrate kitchen safety procedures

\*Develop safety policies/procedures to prevent sanitation problems

\*Establish pest control program

\*Develop food cost-control plans

\*Describe the use of garnishes in food service

\*Discuss employee safety/security issues in travel and tourism

\*Explain security considerations in the travel and tourism industry

\*Handle emergency situations in travel and tourism/hospitality

\*Develop emergency procedures for travel and tourism/hospitality

\*Schedule tours (involves computing cost, distance, and travel time factors)

\*Explain maintenance issues unique to travel and tourism

\*Explain housekeeping's responsibilities

\*Describe how standards are used to guide housekeeping personnel

\*Describe the use of productivity standards to guide cleaning personnel

\*Explain hotel security considerations

\*Develop policies and procedures for responsible alcohol service and intervention

\*Develop and maintain energy conservation program

**Instructional Area: Professional Development**

**Knowledge and Skill Statement:** Understands concepts, tools, and strategies used to explore, obtain, and develop in a business career

**Performance Element:** Acquire self-development skills to enhance relationships and improve efficiency in the work environment.

**Performance Indicators:**

- Maintain appropriate personal appearance
- Demonstrate systematic behavior
- Set personal goals
- \*Determine vision
- \*Demonstrate negotiation skills
- \*Demonstrate appropriate creativity

**Performance Element:** Utilize critical-thinking skills to determine best options/outcomes.

**Performance Indicators:**

- Explain the need for innovation skills
- Make decisions
- Demonstrate problem-solving skills
- Demonstrate appropriate creativity
- Use time-management skills

**Performance Element:** Participate in career-planning to enhance job-success potential.

**Performance Indicators:**

- Assess personal interests and skills needed for success in business
- Analyze employer expectations in the business environment
- Explain the rights of workers
- Identify sources of career information
- Identify tentative occupational interest
- Explain employment opportunities in business
- Explain career opportunities in entrepreneurship

**Performance Element:** Implement job-seeking skills to obtain employment.

**Performance Indicators:**

- Utilize job-search strategies
- Complete a job application
- Interview for a job
- Write a follow-up letter after job interviews
- Write a letter of application
- Prepare a résumé
- Use networking techniques for professional growth

**Performance Element:** Acquire industry knowledge to aid in making career choices.

**Performance Indicators:**

- Describe the nature of the hospitality and tourism industry
- Describe the development of the hospitality and tourism industry

**Performance Element:** Utilize career-advancement activities to enhance professional development.

**Performance Indicators:**

- Describe techniques for obtaining work experience (e.g., volunteer activities, internships)
- Explain the need for ongoing education as a worker
- Explain possible advancement patterns for jobs
- Identify skills needed to enhance career progression
- Utilize resources that can contribute to professional development (e.g., trade journals/periodicals, professional/trade associations, classes/seminars, trade shows, and mentors)
- Assess the services of professional organizations in hospitality and tourism
- Determine the services provided by professional organizations in the hospitality and tourism industry
- Utilize professional development opportunities in marketing (e.g., continuing education courses, certifications, journals, online activities/courses)
- Employ career-advancement strategies in hospitality and tourism

**Performance Element:** Acquire information about hospitality and tourism to aid in making career choices.

**Performance Indicators:**

- Explain the nature of hospitality and tourism
- Explain career opportunities in hospitality and tourism

**Performance Element:** Utilize planning tools to guide organization's/department's activities

**Performance Indicators:**

- \*Explain the nature of business plans
- \*Explain external planning considerations

**Performance Element:** Additional specialized performance indicators

**Performance Indicators:**

- \*Explain employment opportunities in the food and beverage industry
- \*Describe the nature of the food and beverage industry
- \*Explain responsibilities of food-service employees
- \*Describe traits important to the success of employees in the travel and tourism industry
- \*Describe geographic factors that foster travel and tourism
- \*Explain factors affecting the development and growth of the travel and tourism industry
- \*Describe the cyclical/seasonal nature of tourism
- \*Describe the impact of international considerations in the travel and tourism industry
- \*Describe the duties of employees in back-of-house operations
- \*Explain the duties of employees in front-end operations
- \*Explain the functions performed by the divisions and departments in a lodging operation
- \*Explain employment opportunities in the hospitality industry
- \*Describe the nature of the hospitality industry
- \*Explain types of lodging accommodations in the hospitality industry
- \*Describe the nature of the divisions of a hotel's organizational structure (i.e., rooms division, food and beverage division, marketing and sales division, accounting division, engineering and maintenance division, and security division)
- \*Describe traits important to the success of employees in the hospitality industry

**Instructional Area: Strategic Management**

**Knowledge and Skill Statement:** Understands tools, techniques, and systems that affect a business's ability to plan, control, and organize an organization/department

**Performance Element:** Recognize management's role to understand its contribution to business success.

**Performance Indicators:**

Explain the concept of management

\*Explain the nature of managerial ethics

\*Explain the nature of organizational culture

**Performance Element:** Control an organization's/department's activities to encourage growth and development

**Performance Indicators:**

\*Describe the nature of managerial control (control process, types of control, what is controlled)

\*Analyze operating results in relation to budget/industry

**Performance Element:** Utilize planning tools to guide organization's/department's activities

**Performance Indicators:**

\*Explain the nature of business plans

\*Explain external planning considerations

## Instructional Area: Distribution / Channel Management

**Knowledge and Skill Statement:** Understands the concepts and processes needed to move, store, locate, and/or transfer ownership of goods and services

**Performance Element:** Acquire foundational knowledge of distribution to understand its role in the hospitality and tourism industry.

**Performance Indicators:**

- Explain the nature and scope of distribution
- Explain the concept of *place* (distribution) in the hospitality and tourism industry
- Explain the relationship between customer service and distribution
- Explain the nature of channels of distribution
- Describe the use of technology in the distribution function
- Explain legal considerations in distribution
- Describe ethical considerations in distribution

**Performance Element:** Manage channel activities to minimize costs and to determine distribution strategies.

**Performance Indicators:**

- Coordinate channel management with other marketing activities
- Explain the nature of channel-member relationships
- \*Explain the nature of channel strategies
- \*Select channels of distribution
- \*Evaluate channel members

**Performance Element:** Additional specialized performance indicators

**Performance Indicators:**

- \*Explain the receiving process
- \*Explain stock-handling techniques used in receiving deliveries
- \*Determine processing priorities
- \*Explain storing considerations
- \*Store food products to prevent contaminations and spoilage
- \*Plan storage space
- \*Explain the nature of warehousing
- \*Explain shipping processes
- \*Explain the nature of inventory control systems
- \*Calculate inventory shrinkage
- \*Establish food and beverage requisition procedures
- \*Explain the concept of place (distribution) in the travel and tourism industry

## Instructional Area: Marketing-Information Management

**Knowledge and Skill Statement:** Understands the concepts, systems, and tools needed to gather, access, synthesize, evaluate, and disseminate information for use in making business decisions

**Performance Element:** Acquire foundational knowledge of marketing-information management to understand its nature and scope.

**Performance Indicators:**

Explain the need for hospitality and tourism marketing information

\*Explain the nature and scope of the marketing-information management function

\*Explain the role of ethics in marketing-information management

\*Describe the use of technology in the marketing-information management function

\*Assess marketing-information needs

\*Develop marketing-information management system

**Performance Element:** Understand marketing-research activities to show command of their nature and scope.

**Performance Indicators:**

Explain sources of secondary hospitality and tourism information

Explain types of primary hospitality and tourism market information

**Performance Element:** Collect secondary marketing data to ensure accuracy and adequacy of information for hospitality and tourism marketing decision-making.

**Performance Indicators:**

Obtain information from customer databases

Obtain hospitality and tourism marketing information from online sources (e.g., search engines, online databases, blogs, listservs, etc.)

Data mine web log for hospitality and tourism marketing information

Track environmental changes that impact hospitality and tourism marketing (e.g., technological changes, consumer trends, economic changes, regulatory changes, etc.)

Monitor hospitality and tourism sales data

Measure hospitality and tourism market size and composition

\*Identify information monitored for marketing decision making

\*Collect marketing information from others

\*Explain the nature of marketing research in a marketing-information management system

**Performance Element:** Interpret research data into information for decision-making.

**Performance Indicators:**

Interpret descriptive statistics for marketing decision making

Interpret correlations

**Performance Element:**     **Implement primary marketing-research strategy to test hypotheses and/or to resolve issues.**

**Performance Indicators:**

Administer questionnaires

Conduct telephone interviews

Employ techniques to assess ongoing behavior (e.g., business records; manual record sheets; electronic recording devices for telephone, personal, and computer interviewing; smart cards; audio-visual equipment)

\*Describe techniques for processing marketing information

\*Explain the use of databases in organizing marketing data

## **Instructional Area: Market Planning**

**Knowledge and Skill Statement:** Understands the concepts and strategies utilized to determine and target marketing strategies to a select audience

**Performance Element:** Employ marketing-information to develop a marketing plan.

**Performance Indicators:**

Describe the nature of target marketing in hospitality and tourism marketing

Identify ways to segment hospitality and tourism markets

## Instructional Area: Pricing

**Knowledge and Skill Statement:** Understands concepts and strategies utilized in determining and adjusting prices to maximize return and meet customers' perceptions of value

**Performance Element:** Develop a foundational knowledge of pricing to understand its role.

**Performance Indicators:**

- Explain the concept of *price* in the hospitality and tourism industry
- Describe factors affecting the prices of hospitality and tourism products
- \*Explain the nature and scope of the pricing function
- \*Describe the role of business ethics in pricing
- \*Explain the use of technology in the pricing function
- \*Explain legal considerations for pricing

**Performance Element:** Employ pricing strategies to determine prices.

**Performance Indicators:**

- \*Explain factors affecting pricing decisions

**Performance Element:** Additional specialized performance indicators

**Performance Indicators:**

- \*Describe pricing strategies
- \*Select approach for setting a base price (cost, demand, competition)
- \*Determine cost of product (breakeven, ROI, markup)
- \*Calculate break-even point
- \*Select pricing strategies
- \*Set prices
- \*Adjust prices to maximize profitability
- \*Explain the concept of price in the travel and tourism industry
- \*Describe factors affecting the prices of travel and tourism products
- \* Explain the concept of price in the hospitality industry

## Instructional Area: Product/Service Management

**Knowledge and Skill Statement:** Understands the concepts and processes needed to obtain, develop, maintain, and improve a product or service mix in response to market opportunities

**Performance Element:** Acquire a foundational knowledge of product/service management to understand its nature and scope.

**Performance Indicators:**

Explain the concept of *product* in the hospitality and tourism industry

- \*Explain the nature and scope of the product/service management function
- \*Identify the impact of product life cycles on marketing decisions
- \*Describe the use of technology in the product/service management function
- \*Explain business ethics in product/service management

**Performance Element:** Generate product ideas to contribute to ongoing business success

**Performance Indicators:**

- \*Identify product opportunities
- \*Identify methods/techniques to generate a product idea
- \*Generate product ideas
- \*Determine initial feasibility of product idea
- \*Create processes for ongoing opportunity recognition

**Performance Element:** Develop an understanding of quality assurances to enhance product/service knowledge

**Performance Indicators:**

- \*Describe the uses of grades and standards in marketing
- \*Explain warranties and guarantees
- \*Evaluate customer experience

**Performance Element:** Employ product-mix strategies to meet customer expectations.

**Performance Indicators:**

Describe services offered by the hospitality and tourism industry

Explain the nature of product extensions in the hospitality and tourism industry

- \*Explain the concept of product mix
- \*Describe the nature of product bundling
- \*Identify product to fill customer need
- \*Plan product mix
- \*Determine services to provide customers

**Performance Element:** Employ product-development processes to maintain up-to-date product pipeline.

**Performance Indicators:**

Explain new product-development processes

**Performance Element:** Position products/services to acquire desired business image.

**Performance Indicators:**

Develop positioning concept for a new product idea

Communicate core values of product/service

Identify product's/service's competitive advantage

\*Describe factors used by marketers to position products/ businesses

\*Explain the nature of branding

\*Explain the role of customer service in positioning/image

\*Develop strategies to position product/business

\*Build brand

**Performance Element:** Perform buying activities to obtain products for use in hospitality and tourism or for resale.

**Performance Indicators:**

Write purchase orders

Determine stock turnover

Determine what to buy/reorder

Determine quantities to buy/reorder

Determine when to buy/reorder

**Performance Element:** Analyze vendor performance to choose vendors and merchandise.

**Performance Indicators:**

Evaluate vendors' merchandise

Choose vendors

Negotiate terms with vendors

**Performance Element:** Additional specialized performance indicators

**Performance Indicators:**

- \*Identify standards for purchasing fresh food items
- \*Maintain restaurant quality control standards
- \*Ensure continuity of service quality when unexpected situations occur
- \*Select menu items
- \*Explain environmental factors conducive to customer satisfaction
- \*Explain the nature of merchandise plans (budgets)
- \*Plan gross margin
- \*Prepare merchandise plans (budgets)
- \*Discuss the use of tableside food preparation
- \*Explain the concept of product in the travel and tourism industry
- \*Describe services offered by the travel and tourism industry
- \* Describe services offered by the hospitality industry
- \*Explain the nature of product extensions in the travel and tourism industry
- \*Customize travel and tourism services for clients (e.g., meal options, types of rooms, types of travel options, etc.)
- \*Explain site variables that affect the travel and tourism product (e.g., climate, time zones, wind, etc.)
- \*Plan special events for meetings
- \*Explain how to create a marketing partnership with other entities
- \*Plan variety of guest/client activities
- \*Monitor guest satisfaction with series/facility
- \*Explain environmental factors conducive to customer satisfaction
- \*Explain the affect of housekeeping standards on repeat business
- \*Explain the concept of product in the hospitality industry
- \*Explain the nature of function space set-ups
- \*Determine services to provide customers
- \*Plan variety of guest activities
- \*Select guest service options for establishment
- \*Determine space requirements and allocation
- \*Create desired atmosphere

**Instructional Area: Promotion**

**Knowledge and Skill Statement:** Understands the concepts and strategies needed to communicate information about products, services, images, and/or ideas to achieve a desired outcome

**Performance Element:** Acquire a foundational knowledge of promotion to understand its nature and scope.

**Performance Indicators:**

- Describe the concept of *promotion* in the hospitality and tourism industry
- Explain promotional methods used by the hospitality and tourism industry
- \*Explain the role of promotion as a marketing function
- \*Explain the types of promotion
- \*Identify the elements of the promotional mix
- \*Describe the use of business ethics in promotion
- \*Describe the use of technology in the promotion function
- \*Describe the regulation of promotion

**Performance Element:** Utilize word-of-mouth strategies to build brand and to promote products.

**Performance Indicators:**

- Explain the nature of word-of-mouth (WOM) strategies
- Select word-of-mouth strategies appropriate for promotional objectives
- Explain the nature of buzz-marketing
- Explain considerations in developing viral marketing campaigns
- Describe considerations in developing customer evangelists
- Explain the use of celebrities/influencers as a WOM strategy
- Describe referral programs that can be used to build brand/promote products
- Explain the use of product placement

**Performance Element:** Understand the use of direct marketing to attract attention and to build brand.

**Performance Indicators:**

- Discuss types of direct marketing strategies
- Explain the role of media in delivering direct marketing messages

**Performance Element:** Understand types of digital advertising strategies that can be used to achieve promotional goals.

**Performance Indicators:**

- Explain the nature of online advertisements
- Explain the nature of e-mail marketing strategies
- Describe mobile advertising strategies
- Discuss hospitality and tourism's use of search-engine optimization strategies

**Performance Element:** Understand how a website presence can be used to promote business/product.

**Performance Indicators:**

- Explain website-development process
- Identify strategies for attracting targeted audience to website

**Performance Element:** Understand the use of social media in marketing communications to obtain customer attention and/or to gain customer insight.

**Performance Indicators:**

Describe the use of corporate blogging  
Explain the use of RSS feeds  
Discuss the use of podcasts  
Describe the use of advergaming  
Discuss the use of tagging  
Explain the use of social bookmarking

**Performance Element:** Understand design principles used in advertising layouts to be able to communicate needs to designers.

**Performance Indicators:**

Describe the use of color in advertisements  
Describe the elements of design  
Discuss the use of illustrations in advertisements  
Discuss the nature of typography  
Explain type styles used in advertisements  
Describe effective advertising layouts  
Identify types of drawing media  
Explain the impact of color harmonies on composition  
Describe digital color concepts

**Performance Element:** Evaluate advertising copy strategies that can be used to create interest in advertising messages.

**Performance Indicators:**

Identify effective advertising headlines  
Describe copy strategies  
Discuss the nature of effective direct-marketing copy  
Describe the nature of effective Internet ad copy  
Explain the nature of effective mobile ad copy  
Identify promotional messages that appeal to targeted markets

**Performance Element:** Assess advertisements to ensure achievement of marketing communications goals/objectives.

**Performance Indicators:**

Check advertising proofs

**Performance Element:** Implement display techniques to attract customers and increase sales potential.

**Performance Indicators:**

Explain types of display arrangements  
Maintain displays  
Implement creative display techniques and theme options

**Performance Element:** Utilize special events to increase sales.

**Performance Indicators:**

Plan special events

Prepare facility for special event

**Performance Element:** Utilize publicity to inform stakeholders of business activities.

**Performance Indicators:**

Write a press release

Create a press kit

**Performance Element:** Participate in company's community outreach involvement to foster a positive company image and to meet other professionals.

**Performance Indicators:**

Explain the importance of company involvement in community activities

Propose community issues for company involvement

Participate in community outreach activities

**Performance Element:** Advertise to communicate promotional messages to targeted audiences

**Performance Indicators:**

\*Explain the types of advertising media

\*Explain components of advertisements

\*Explain the nature of direct advertising strategies

\*Describe considerations in using databases in advertising

**Performance Element:** Manage promotional activities to maximize return on promotional efforts

**Performance Indicators:**

\*Explain the nature of a promotional plan

\*Coordinate activities in the promotional mix

**Performance Element:** Utilize metrics to measure effectiveness of marketing communications.

**Performance Indicators:**

Identify ways to track promotional activities

**Performance Element:** Additional specialized performance indicators

**Performance Indicators:**

\*Prepare store/department for special event

\*Explain promotional methods used by restaurants

\*Explain the use of visual merchandising in retailing

\*Describe types of display arrangements

\*Explain display considerations in food service

\*Describe the concept of promotion in the travel and tourism/hospitality industry

\*Select placement of advertisements

\*Explain promotional methods used by the travel and tourism industry

\*Select strategies for delivering promotional materials to prospective travelers

\*Determine effectiveness of promotional efforts

\*Design frequency/loyalty marketing program strategy

**Instructional Area: Selling**

**Knowledge and Skill Statement:** Understands the concepts and actions needed to determine client needs and wants and respond through planned, personalized communication that influences purchase decisions and enhances future business opportunities

**Performance Element:** Acquire a foundational knowledge of selling to understand its nature and scope

**Performance Indicators:**

- \*Explain the nature and scope of the selling function
- \*Explain the role of customer service as a component of selling relationships
- \*Explain key factors in building a clientele
- \*Explain company selling policies
- \*Explain business ethics
- \*Describe the use of technology in the selling function
- \*Describe the nature of selling regulations

**Performance Element:** Acquire product knowledge to communicate product benefits and to ensure appropriateness of product for the customer

**Performance Indicators:**

- \*Acquire product information for use in selling
- \*Analyze product information to identify product features and benefits

**Performance Element:** Employ sales processes and techniques to enhance customer relationships and to increase the likelihood of making sales.

**Performance Indicators:**

- Establish relationship with customer/client
- Determine customer/client needs
- Explain factors that motivate people to choose a hospitality and tourism site
- Recommend specific product
- Recommend hospitality and tourism services
- Convert customer/client objections into selling points
- Close the sale
- Demonstrate suggestion selling
- Up-sell to enhance customer experience
- Sell good/service/idea to individuals
- \*Explain the selling process

**Performance Element:** Implement support activities to facilitate the selling process.

**Performance Indicators:**

- Process telephone orders
- Process special orders
- Sell gift certificates

**Performance Element:** Collect payment from customer to complete customer transaction.

**Performance Indicators:**

Process complimentary offers and coupons/discounts  
Process sales transactions (e.g., cash, credit, check, etc.)

**Performance Element:** Manage sales activities to meet sales goals/objectives

**Performance Indicators:**

\*Explain the nature of sales management

**Performance Element:** Additional specialized performance indicators

**Performance Indicators:**

- \*Identify features and benefits of menu items
- \*Establish relationship with customer
- \*Determine customer needs
- \*Recommend specific product
- \*Convert customer/client objections into selling points
- \*Close the sale
- \*Demonstrate suggestion selling
- \*Take restaurant reservations
- \*Anticipate guest's needs
- \*Describe features and benefits of restaurant service styles
- \*Recommend additional menu items
- \*Describe the rights of customers in the travel and tourism/hospitality industry
- \*Describe destination marketing services (including government agencies, tourist centers, convention and visitors bureaus, and chambers of commerce)
- \*Identify types of destination attractions
- \*Describe the services of the travel intermediary industry segment (including retail travel agents, tour wholesalers, tour operators, corporate travel managers and agencies, incentive travel planners, and convention/meeting planners)
- \*Identify important U.S. ports for cruise ships
- \*Describe lodging options used to increase customer satisfaction
- \*Analyze product information to identify product features and benefits
- \*Identify popular local, regional, state, national, and international destinations
- \*Explain factors that motivate people to travel
- \*Describe what motivates people to choose a destination
- \*Describe factors that motivate people to attend events
- \*Determine client's travel preferences/needs
- \*Recommend travel and tourism/hospitality services
- \*Plan follow-up strategies for use in selling
- \*Calculate cost of travel packages
- \*Calculate cost of event
- \*Demonstrate suggestion selling
- \*Plan strategies for meeting sales quotas
- \*Analyze sales reports
- \*Analyze food and beverage sales income report
- \*Analyze restaurant sales (average check, seat turnover, sales per square foot)
- \*Analyze room sales/occupancy rates
- \*Describe the rights of customers in the hospitality industry