



# PERFORMANCE INDICATORS

## HOSPITALITY + TOURISM CAREER CLUSTER

THE HOSPITALITY AND TOURISM CAREER CLUSTER PERFORMANCE INDICATORS ARE USED FOR THE FOLLOWING EVENTS:

HOSPITALITY AND TOURISM PROFESSIONAL SELLING **HTPS**

HOSPITALITY SERVICES TEAM DECISION MAKING **HTDM**

HOTEL AND LODGING MANAGEMENT SERIES **HLM**

*Lodging Pathway*

QUICK SERVE RESTAURANT MANAGEMENT SERIES **QSRM**

*Restaurant Management Pathway*

RESTAURANT AND FOOD SERVICE MANAGEMENT SERIES **RFSM**

*Restaurant Management Pathway*

TRAVEL AND TOURISM TEAM DECISION MAKING **TTDM**

Performance indicators are used to define the parameters of the comprehensive written career cluster exam and other activities that are part of the overall competition.

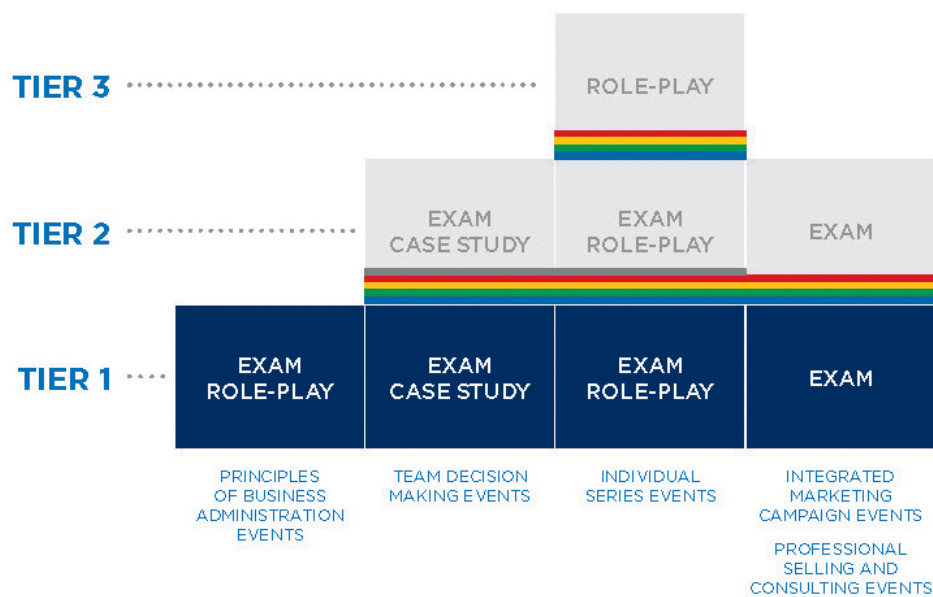
This list was compiled by MBAResearch and Curriculum Center and DECA Inc. and represents efforts to support all DECA competitive events within the overall framework of the National Business Administration Standards. Individual indicators are based on a review of prior research and on extensive review of available online and print literature—both from industry and education.

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

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## Performance Indicators

- Performance indicators for **PRINCIPLES OF BUSINESS ADMINISTRATION** role-plays and exams will be selected from the business administration core (Tier 1).
- Performance indicators for **TEAM DECISION MAKING** case studies and exams will be selected from the business administration core (Tier 1) and appropriate career cluster (Tier 2).
- Performance indicators for **INDIVIDUAL SERIES** exams will be selected from the business administration core (Tier 1) and appropriate career cluster (Tier 2). Performance indicators for the role-plays will be selected from the business administration core (Tier 1), appropriate career cluster (Tier 2) and appropriate pathway (Tier 3).

The below chart indicates the performance indicators used to develop exam items, role-play scenarios and case studies for each competitive event. For each competitive event listed, members should prepare using the performance indicators listed on the corresponding pages.

	<b>Tier 1</b>	<b>Tier 2</b>	<b>Tier 3</b>
	<b>Business Administration Core</b>	<b>Hospitality and Tourism Career Cluster</b>	<b>Pathway</b>
	<b>Exam Role-Play</b>	<b>Exam Role-Play</b>	<b>Role-Play Only</b>
<b>Hospitality and Tourism Professional Selling*</b>	pages 4-22	pages 23-32	
<b>Hospitality Services Team Decision Making</b>	pages 4-22	pages 23-32	
<b>Hotel and Lodging Management Series Event</b>	pages 4-22	pages 23-32	pages 42-48 <i>Lodging</i>
<b>Principles of Hospitality and Tourism</b>	pages 4-22		
<b>Quick Serve Restaurant Management Series Event</b>	pages 4-22	pages 23-32	pages 49-55 <i>Restaurant</i>
<b>Restaurant and Food Service Management Series Event</b>	pages 4-22	pages 23-32	pages 49-55 <i>Restaurant</i>
<b>Travel and Tourism Team Decision Making</b>	pages 4-22	pages 23-32	

*\*This competitive event uses the performance indicators for the exam only.*

### **Key**

PQ = Prerequisite level performance indicator content develops employability and job-survival skills and concepts, including work ethics, personal appearance, and general business behavior.

CS = Career Sustaining level performance indicator content develops skills and knowledge needed for continued employment in or study of business based on the application of basic academics and business skills.

SP = Specialist level performance indicator content provides in-depth, solid understanding and skill development in all business functions.

## **Instructional Area: Business Law (BL)**

**Standard: Understands business's responsibility to know, abide by, and enforce laws and regulations that affect business operations and transactions**

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

**Performance Indicators:**

Comply with the spirit and intent of laws and regulations (BL:163) (CS)

Discuss the nature of law and sources of law in the United States (BL:067) (SP)

Describe the United States' judicial system (BL:068) (SP)

Describe methods used to protect intellectual property (BL:051) (SP)

Describe legal issues affecting businesses (BL:001) (SP)

**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 (BL:069) (SP)

Describe the nature of legally binding contracts (BL:002) (SP)

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

**Performance Indicators:**

Describe the nature of legal procedure (BL:070) (SP)

Discuss the nature of debtor-creditor relationships (BL:071) (SP)

Explain the nature of agency relationships (BL:072) (SP)

Discuss the nature of environmental law (BL:073) (SP)

Discuss the role of administrative law (BL:074) (SP)

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

**Performance Indicators:**

Explain types of business ownership (BL:003) (CS)

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

**Performance Indicators:**

Explain the nature of import/export law (BL:145) (SP)

Describe the nature of customs regulations (BL:126) (SP)

## **Instructional Area: Communication Skills (CO)**

**Standard: 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 (CO:054) (PQ)

Extract relevant information from written materials (CO:055) (PQ)

Apply written directions to achieve tasks (CO:056) (PQ)

Analyze company resources to ascertain policies and procedures (CO:057) (CS)

**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 (CO:082) (PQ)

Follow oral directions (CO:119) (PQ)

Demonstrate active listening skills (CO:017) (PQ)

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

**Performance Indicators:**

Explain the nature of effective verbal communications (CO:147) (PQ)

Ask relevant questions (CO:058) (PQ)

Interpret others' nonverbal cues (CO:059) (PQ)

Provide legitimate responses to inquiries (CO:060) (PQ)

Give verbal directions (CO:083) (PQ)

Employ communication styles appropriate to target audience (CO:084) (CS)

Defend ideas objectively (CO:061) (CS)

Handle telephone calls in a businesslike manner (CO:114) (CS)

Participate in group discussions (CO:053) (CS)

Facilitate (lead) group discussions (CO:201) (SP)

Make oral presentations (CO:025) (SP)

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

**Performance Indicators:**

Utilize note-taking strategies (CO:085) (CS)

Organize information (CO:086) (CS)

Select and use appropriate graphic aids (CO:087) (CS)

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

**Performance Indicators:**

Explain the nature of effective written communications (CO:016) (CS)

Select and utilize appropriate formats for professional writing (CO:088) (CS)

Edit and revise written work consistent with professional standards (CO:089) (CS)

Write professional emails (CO:090) (CS)

Write business letters (CO:133) (CS)

Write informational messages (CO:039) (CS)

Write inquiries (CO:040) (CS)

Write persuasive messages (CO:031) (SP)

Write executive summaries (CO:091) (SP)

Prepare simple written reports (CO:094) (SP)

Explain how digital communications (e.g., email, text messages, chats) exposes business to risk (CO:202) (SP)

Adapt written correspondence to targeted audiences (CO:203) (SP)

Use data visualization techniques (e.g., infographics, heat-maps, dynamic model outputs) (CO:204) (SP)

**Performance Element: Use social media to communicate with a business's stakeholders.**

**Performance Indicators:**

Describe the impact of a person's social media brand on the achievement of organizational objectives (CO:205) (CS)

Distinguish between using social media for business and personal purposes (CO:206) (CS)

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

**Performance Indicators:**

Explain the nature of staff communication (CO:014) (CS)

Choose and use appropriate channel for workplace communication (CO:092) (CS)

Participate in a staff meeting (CO:063) (CS)

Participate in problem-solving groups (CO:067) (CS)

## **Instructional Area: Customer Relations (CR)**

**Standard: 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 (CR:003) (CS)

Demonstrate a customer service mindset (CR:004) (CS)

Develop rapport with customers (CR:029) (CS)

Reinforce service orientation through communication (CR:005) (CS)

Respond to customer inquiries (CR:006) (CS)

Adapt communication to the cultural and social differences among clients (CR:019) (CS)

Interpret business policies to customers/clients (CR:007) (CS)

Build and maintain relationships with customers (CR:030) (SP)

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

**Performance Indicators:**

Handle difficult customers (CR:009) (CS)

Handle customer/client complaints (CR:010) (CS)

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

**Performance Indicators:**

Identify company's brand promise (CR:001) (CS)

Determine ways of reinforcing the company's image through employee performance (CR:002) (CS)

**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 (CR:016) (SP)

Explain the role of ethics in customer relationship management (CR:017) (SP)

Describe the use of technology in customer relationship management (CR:018) (SP)

## **Instructional Area: Economics (EC)**

**Standard: 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 (EC:002) (CS)

Explain the concept of economic resources (EC:003) (CS)

Describe the concepts of economics and economic activities (EC:001) (CS)

Determine economic utilities created by business activities (EC:004) (CS)

Explain the principles of supply and demand (EC:005) (CS)

Describe the functions of prices in markets (EC:006) (CS)

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

**Performance Indicators:**

Explain the role of business in society (EC:070) (CS)

Describe types of business activities (EC:071) (CS)

Describe types of business models (EC:138) (SP)

Explain the organizational design of businesses (EC:103) (SP)

Discuss the global environment in which businesses operate (EC:104) (SP)

Describe factors that affect the business environment (EC:105) (SP)

Explain the nature of business ethics (EC:106) (SP)

Explain how organizations adapt to today's markets (EC:107) (SP)

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

**Performance Indicators:**

Explain the types of economic systems (EC:007) (CS)

Identify the impact of small business/entrepreneurship on market economies (EC:065) (CS)

Explain the concept of private enterprise (EC:009) (CS)

Identify factors affecting a business's profit (EC:010) (CS)

Determine factors affecting business risk (EC:011) (CS)

Explain the concept of competition (EC:012) (CS)

**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 (EC:008) (CS)

Describe the nature of taxes (EC:072) (SP)



**Performance Element: Analyze cost/profit relationships to guide business decision-making.**

**Performance Indicators:**

Explain the concept of productivity (EC:013) (CS)

Analyze impact of specialization/division of labor on productivity (EC:014) (SP)

Explain the concept of organized labor and business (EC:015) (SP)

Explain the impact of the law of diminishing returns (EC:023) (SP)

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

**Performance Indicators:**

Discuss the measure of consumer spending as an economic indicator (EC:081) (SP)

Describe the economic impact of inflation on business (EC:083) (SP)

Explain the concept of Gross Domestic Product (GDP) (EC:017) (SP)

Discuss the impact of a nation's unemployment rates (EC:082) (SP)

Explain the economic impact of interest-rate fluctuations (EC:084) (SP)

Determine the impact of business cycles on business activities (EC:018) (SP)

**Performance Element: Understand global trade's impact to aid business decision-making.**

**Performance Indicators:**

Explain the nature of global trade (EC:016) (SP)

Discuss the impact of globalization on business (EC:109) (SP)

Describe the determinants of exchange rates and their effects on the domestic economy (EC:100) (SP)

Explain cultural considerations that impact global business relations (EC:110) (SP)

Discuss the impact of cultural and social environments on global trade (EC:045) (SP)

Describe the impact of electronic communication tools (e.g., Internet, video- and computer-conferencing, webcasts, email) on global business activities (EC:111) (SP)

Explain the impact of major trade alliances on business activities (EC:112) (SP)

Describe the impact of the political environment on world trade (EC:113) (SP)

Explain the impact of geography on world trade (EC:114) (SP)

Describe the impact of a country's history on world trade (EC:115) (SP)

Explain the impact of a country's economic development on world trade (EC:116) (SP)

Discuss the impact of bribery and foreign monetary payments on business (EC:140) (SP)

Identify requirements for international business travel (e.g., passport, visa, proof of citizenship, immunizations, and sponsorship letters) (EC:141) (SP)

## **Instructional Area: Emotional Intelligence (EI)**

**Standard: 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 (EI:001) (PQ)

Explain the concept of self-esteem (EI:016) (PQ)

Recognize and overcome personal biases and stereotypes (EI:017) (PQ)

Assess personal strengths and weaknesses (EI:002) (PQ)

Assess personal behavior and values (EI:126) (PQ)

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

**Performance Indicators:**

Identify desirable personality traits important to business (EI:018) (PQ)

Exhibit self-confidence (EI:023) (PQ)

Demonstrate interest and enthusiasm (EI:020) (PQ)

Demonstrate initiative (EI:024) (PQ)

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

**Performance Indicators:**

Demonstrate honesty and integrity (EI:022) (PQ)

Demonstrate responsible behavior (EI:021) (PQ)

Demonstrate fairness (EI:127) (PQ)

Assess risks of personal decisions (EI:091) (PQ)

Demonstrate ethical work habits (EI:004) (PQ)

Take responsibility for decisions and actions (EI:075) (PQ)

Build trust in relationships (EI:128) (CS)

Describe the nature of ethics (EI:123) (CS)

Explain reasons for ethical dilemmas (EI:124) (CS)

Recognize and respond to ethical dilemmas (EI:125) (CS)

Manage commitments in a timely manner (EI:077) (CS)

Develop tolerance for ambiguity (EI:092) (CS)

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

**Performance Indicators:**

Exhibit a positive attitude (EI:019) (PQ)

Demonstrate self-control (EI:025) (PQ)

Explain the use of feedback for personal growth (EI:003) (PQ)

Adjust to change (EI:026) (PQ)

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

**Performance Indicators:**

- Respect the privacy of others (EI:029) (PQ)
- Show empathy for others (EI:030) (PQ)
- Maintain the confidentiality of others (EI:103) (CS)
- Exhibit cultural sensitivity (EI:033) (CS)
- Leverage personality types in business situations (EI:104) (SP)

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

**Performance Indicators:**

- Explain the nature of effective communications (EI:007) (PQ)
- Explain ethical considerations in providing information (EI:038) (SP)
- Foster open, honest communication (EI:129) (SP)
- Collaborate with others (EI:130) (SP)
- Solicit feedback (EI:106) (SP)
- Use social media to solicit new ideas and solutions (EI:107) (SP)

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

**Performance Indicators:**

- "Sell" ideas to others (EI:108) (SP)
- Persuade others (EI:012) (SP)
- Demonstrate negotiation skills (EI:062) (SP)

**Performance Element: Manage stressful situations to minimize potential negative impact.**

**Performance Indicators:**

- Use appropriate assertiveness (EI:008) (PQ)
- Use conflict-resolution skills (EI:015) (CS)
- Explain the nature of office politics (EI:109) (CS)
- Overcome problems and difficulties associated with office politics/turf wars (EI:095) (CS)
- Explain the nature of stress management (EI:028) (SP)

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

**Performance Indicators:**

- Participate as a team member (EI:045) (CS)
- Use consensus-building skills (EI:011) (SP)
- Motivate team members (EI:059) (SP)

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

**Performance Indicators:**

Explain the concept of leadership (EI:009) (CS)

Explain the nature of ethical leadership (EI:131) (CS)

Model ethical behavior (EI:132) (CS)

Determine personal vision (EI:063) (CS)

Inspire others (EI:133) (CS)

Demonstrate adaptability (EI:006) (CS)

Develop an achievement orientation (EI:027) (CS)

Challenge the status quo (EI:134) (CS)

Lead change (EI:005) (CS)

Enlist others in working toward a shared vision (EI:060) (CS)

Coach others (EI:041) (CS)

Use power appropriately (EI:135) (SP)

Recognize/Reward others for their efforts and contributions (EI:014) (SP)

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

**Performance Indicators:**

Treat others with dignity and respect (EI:036) (PQ)

Foster positive working relationships (EI:037) (CS)

Consider conflicting viewpoints (EI:136) (CS)

Assess long-term value and impact of actions on others (EI:137) (SP)

Maintain collaborative partnerships with colleagues (EI:061) (SP)

Explain the impact of political relationships within an organization (EI:034) (SP)

Explain the nature of organizational culture (EI:064) (SP)

Interpret and adapt to a business's culture (EI:112) (SP)

## **Instructional Area: Entrepreneurship (EN)**

**Standard: Understands the concepts, processes, and skills associated with identifying new ideas, opportunities, and methods and with creating or starting a new project or venture**

**Performance Element: Understand fundamental factors about entrepreneurship to recognize its role and importance in the economy**

**Performance Indicators:**

Describe the nature of entrepreneurship (EN:039) (SP)

Explain the role requirements of entrepreneurs and owners (EN:040) (SP)

Describe the use of business ethics in entrepreneurship (EN:044) (SP)

Describe small-business opportunities in international trade (EN:041) (SP)

## Instructional Area: Financial Analysis (FI)

**Standard: 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.) (FI:058) (PQ)

Identify types of currency (paper money, coins, banknotes, government bonds, treasury notes, etc.) (FI:059) (PQ)

Describe functions of money (medium of exchange, unit of measure, store of value) (FI:060) (PQ)

Describe sources of income (wages/salaries, interest, rent, dividends, transfer payments, etc.) (FI:061) (PQ)

Explain the time value of money (FI:062) (CS)

Explain the purposes and importance of credit (FI:002) (CS)

Explain legal responsibilities associated with financial exchanges (FI:063) (CS)

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

**Performance Indicators:**

Explain the need to save and invest (FI:270) (CS)

Set financial goals (FI:065) (CS)

Develop personal budget (FI:066) (CS)

Determine personal net worth (FI:562) (CS)

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

**Performance Indicators:**

Explain the nature of tax liabilities (FI:067) (PQ)

Interpret a pay stub (FI:068) (PQ)

Prepare bank account documents (e.g., checks, deposit/withdrawal slips, endorsements, etc.) (FI:560) (PQ)

Maintain financial records (FI:069) (PQ)

Read and reconcile bank statements (FI:070) (PQ)

Calculate the cost of credit (FI:782) (CS)

Demonstrate the wise use of credit (FI:071) (CS)

Validate credit history (FI:072) (CS)

Make responsible financial decisions (FI:783) (CS)

Protect against identity theft (FI:073) (CS)

Pay bills (FI:565) (CS)

Apply for a consumer loan (FI:625) (SP)

Control debt (FI:568) (CS)

Prepare personal income tax forms (FI:074) (CS)

Discuss the nature of retirement planning (FI:569) (CS)

Explain the nature of estate planning (FI:572) (CS)

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

**Performance Indicators:**

Describe types of financial-services providers (FI:075) (CS)

Discuss considerations in selecting a financial-services provider (FI:076) (CS)

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

**Performance Indicators:**

Explain types of investments (FI:077) (CS)

**Performance Element: Use risk management products to protect a business's financial well-being.**

**Performance Indicators:**

Describe the concept of insurance (FI:081) (CS)

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

**Performance Indicators:**

Describe the need for financial information (FI:579) (CS)

Explain the concept of accounting (FI:085) (CS)

Discuss the role of ethics in accounting (FI:351) (SP)

Explain the use of technology in accounting (FI:352) (SP)

Explain legal considerations for accounting (FI:353) (SP)

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

**Performance Indicators:**

Describe the nature of cash flow statements (FI:091) (SP)

Explain the nature of balance sheets (FI:093) (SP)

Describe the nature of income statements (FI:094) (SP)

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

**Performance Indicators:**

Explain the role of finance in business (FI:354) (CS)

Discuss the role of ethics in finance (FI:355) (SP)

Explain legal considerations for finance (FI:356) (SP)

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

**Performance Indicators:**

Describe the nature of budgets (FI:106) (SP)

## **Instructional Area: Human Resources Management (HR)**

**Standard: 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 (HR:410) (CS)

Explain the role of ethics in human resources management (HR:411) (SP)

Describe the use of technology in human resources management (HR:412) (SP)

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

**Performance Indicators:**

Orient new employees (HR:360) (CS)

## **Instructional Area: Marketing (MK)**

**Standard: 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 (MK:001) (CS)

Describe marketing functions and related activities (MK:002) (CS)

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

**Performance Indicators:**

Explain factors that influence customer/client/business buying behavior (MK:014) (SP)

Discuss actions employees can take to achieve the company's desired results (MK:015) (SP)

Demonstrate connections between company actions and results (e.g., influencing consumer buying behavior, gaining market share, etc.) (MK:019) (SP)

## **Instructional Area: Information Management (NF)**

**Standard: 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 (NF:077) (CS)
- Obtain needed information efficiently (NF:078) (CS)
- Evaluate quality and source of information (NF:079) (CS)
- Draw conclusions based on information analysis (NF:278) (CS)
- Apply information to accomplish a task (NF:080) (CS)
- Store information for future use (NF:081) (CS)

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

**Performance Indicators:**

- Discuss the nature of information management (NF:110) (CS)
- Explain the role of ethics in information management (NF:111) (SP)
- Explain legal issues associated with information management (NF:076) (SP)

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

**Performance Indicators:**

- Identify ways that technology impacts business (NF:003) (PQ)
- Explain the role of information systems (NF:083) (PQ)
- Discuss principles of computer systems (NF:084) (PQ)
- Use basic operating systems (NF:085) (PQ)
- Describe the scope of the Internet (NF:086) (PQ)
- Demonstrate basic e-mail functions (NF:004) (PQ)
- Demonstrate personal information management/productivity applications (NF:005) (PQ)
- Demonstrate basic web-search skills (NF:006) (PQ)
- Demonstrate basic word processing skills (NF:007) (PQ)
- Demonstrate basic presentation applications (NF:008) (PQ)
- Demonstrate basic database applications (NF:009) (PQ)
- Demonstrate basic spreadsheet applications (NF:010) (PQ)
- Use an integrated business software application package (NF:088) (CS)
- Demonstrate collaborative/groupware applications (NF:011) (CS)
- Create and post basic web page (NF:042) (CS)
- Collaborate on and aggregate complex internal documents to create a common voice (NF:215) (SP)



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

**Performance Indicators:**

Describe the nature of business records (NF:001) (SP)

Maintain customer records (NF:002) (SP)

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

**Performance Indicators:**

Describe current business trends (NF:013) (SP)

Monitor internal records for business information (NF:014) (SP)

Conduct an environmental scan to obtain business information (NF:015) (SP)

Interpret statistical findings (NF:093) (SP)

Translate research findings into actionable business recommendations (NF:216) (SP)

**Performance Element: Create and access databases to acquire information for business decision-making.**

**Performance Indicators:**

Explain the principles of data analysis (NF:139) (SP)

Explain the nature of tools that can be used to access information in the database system (NF:140) (SP)

Access information in the database system (NF:141) (SP)

**Performance Element: Apply data mining methods to acquire pertinent information for business decision-making.**

**Performance Indicators:**

Discuss the nature of data mining (NF:148) (CS)

Describe data mining tools and techniques (NF:149) (SP)

Discuss the importance of ethics in data mining (NF:150) (SP)

Demonstrate basic data mining techniques (NF:151) (SP)

Interpret data mining findings (NF:152) (SP)

## **Instructional Area: Operations (OP)**

**Standard: 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 (OP:189) (CS)

Discuss the role of ethics in operations (OP:190) (SP)

Describe the use of technology in operations (OP:191) (SP)

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

**Performance Indicators:**

Describe health and safety regulations in business (OP:004) (PQ)

Report noncompliance with business health and safety regulations (OP:005) (PQ)

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

**Performance Indicators:**

Follow instructions for use of equipment, tools, and machinery (OP:006) (PQ)

Follow safety precautions (OP:007) (PQ)

Maintain a safe work environment (OP:008) (CS)

Explain procedures for handling accidents (OP:009) (CS)

Handle and report emergency situations (OP:010) (CS)

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

**Performance Indicators:**

Explain routine security precautions (OP:013) (CS)

Follow established security procedures/policies (OP:152) (CS)

Protect company information and intangibles (OP:153) (CS)

**Performance Element: Comply with security rules, regulations, and codes (e.g., property, privacy, access, confidentiality) to protect customer and company information, reputation, and image.**

**Performance Indicators:**

Explain information privacy, security, and confidentiality considerations in business (OP:441) (CS)

Maintain data security (OP:064) (CS)

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

**Performance Indicators:**

Explain the nature of project management (OP:158) (SP)

Describe the role of ethics in project management (OP:675) (SP)

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

**Performance Indicators:**

Plan project (OP:519) (CS)

Monitor projects and take corrective actions (OP:520) (CS)

Evaluate project success (OP:521) (CS)

Identify resources needed for project (OP:003) (SP)

Develop project plan (OP:001) (SP)

Apply project-management tools to monitor and communicate project progress (OP:002) (SP)

Evaluate project results (OP:159) (SP)

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

**Performance Indicators:**

Explain the nature and scope of purchasing (OP:015) (CS)

Place orders/reorders (OP:016) (CS)

Maintain inventory of supplies (OP:031) (CS)

Discuss the importance of utilizing ethical purchasing methods (OP:246) (SP)

Explain the impact of the purchasing process on productivity (OP:247) (SP)

Manage the bid process in purchasing (OP:160) (SP)

Select vendors (OP:161) (SP)

Evaluate vendor performance (OP:162) (SP)

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

**Performance Indicators:**

Explain the concept of production (OP:017) (CS)

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

**Performance Indicators:**

Identify quality-control measures (OP:163) (SP)

Utilize quality control methods at work (OP:164) (SP)

Describe crucial elements of a quality culture (OP:019) (SP)

Resolve problems with suppliers' quality issues (OP:652) (SP)

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

**Performance Indicators:**

Explain the nature of overhead/operating costs (OP:024) (SP)

Explain employee's role in expense control (OP:025) (SP)

**Performance Element: Implement organizational skills to improve efficiency and work flow.**

**Performance Indicators:**

Organize and prioritize work (OP:228) (CS)

Coordinate work with that of team members (OP:230) (CS)

Coordinate activities with those of other departments (OP:196) (SP)

**Performance Element: Maintain work flow to enhance productivity.**

**Performance Indicators:**

Monitor and ensure completion of delegated tasks (OP:354) (SP)

Streamline work processes (OP:355) (SP)

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

**Performance Indicators:**

Comply with policies and procedures for use of property and equipment (OP:442) (CS)

**Performance Element: Understand supply chain management role to recognize its need in business.**

**Performance Indicators:**

Explain the concept of supply chain (OP:443) (CS)

Explain the benefits of supply chain collaboration (OP:444) (SP)

## **Instructional Area: Professional Development (PD)**

**Standard: 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 (PD:002) (PQ)

Demonstrate systematic behavior (PD:009) (PQ)

Set personal goals (PD:018) (CS)

Balance personal and professional responsibilities (PD:179) (SP)

**Performance Element: Understand and follow company rules and regulations to maintain employment.**

**Performance Indicators:**

Adhere to company protocols and policies (PD:250) (CS)

Follow rules of conduct (PD:251) (CS)

Follow chain of command (PD:252) (CS)

**Performance Element: Achieve organizational goals to contribute to company growth.**

**Performance Indicators:**

Determine the nature of organizational goals (PD:254) (SP)

Ascertain employee's role in meeting organizational goals (PD:255) (SP)

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

**Performance Indicators:**

Explain the need for innovation skills (PD:126126) (CS)

Make decisions (PD:017) (CS)

Demonstrate problem-solving skills (PD:077) (CS)

Demonstrate appropriate creativity (PD:012) (SP)

Use time-management skills (PD:019) (SP)

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

**Performance Indicators:**

Assess personal interests and skills needed for success in business (PD:013) (PQ)

Analyze employer expectations in the business environment (PD:020) (PQ)

Explain the rights of workers (PD:021) (PQ)

Identify sources of career information (PD:022) (CS)

Identify tentative occupational interest (PD:023) (CS)

Explain employment opportunities in business (PD:025) (CS)

Explain career opportunities in entrepreneurship (PD:066) (CS)

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

**Performance Indicators:**

Utilize job-search strategies (PD:026) (PQ)

Complete a job application (PD:027) (PQ)

Interview for a job (PD:028) (PQ)

Write a follow-up letter after job interviews (PD:029) (CS)

Write a letter of application (PD:030) (CS)

Prepare a résumé (PD:031) (CS)

Use networking techniques to identify employment opportunities (PD:037) (SP)

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

**Performance Indicators:**

Describe techniques for obtaining work experience (e.g., volunteer activities, internships) (PD:032) (PQ)

Explain the need for ongoing education as a worker (PD:033) (PQ)

Explain possible advancement patterns for jobs (PD:034) (PQ)

Identify skills needed to enhance career progression (PD:035) (SP)

Utilize resources that can contribute to professional development (e.g., trade journals/periodicals, professional/trade associations, classes/seminars, trade shows, and mentors) (PD:036) (SP)

## **Instructional Area: Strategic Management (SM)**

**Standard: 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 (SM:001) (CS)

Explain factors that affect management (SM:100) (SP)

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

**Performance Indicators:**

Explain the nature of risk management (SM:075) (SP)

Conduct a risk assessment of an event (SM:076) (SP)

## **Instructional Area: Business Law (BL)**

**Standard: Understands business's responsibility to know, abide by, and enforce laws and regulations that affect business operations and transactions**

**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 (BL:065) (SP)

Describe the rights of customers in the hospitality and tourism industry (BL:135) (SP)

## **Instructional Area: Customer Relations (CR)**

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

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

**Performance Indicators:**

Explain the importance of meeting and exceeding customer/guest expectations (CR:067) (CS)

Anticipate unspoken customer needs (CR:053) (CS)

Accommodate special needs/specific requests of customers (CR:054) (CS)

Process customer/guest orders (CR:021) (CS)

Identify strategies to manage customer experience during peaks in demand (CR:038) (CS)

Maintain service standards during peaks in demand (CR:039) (CS)

Use digital media to enhance customer post-sales experience (CR:028) (SP)

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

**Performance Indicators:**

Describe customer-service challenges in the hospitality and tourism industry (CR:043) (CS)

Resolve hospitality and tourism related conflicts for customers (CR:044) (CS)

Explain the nature of guest recovery (CR:045) (CS)

Determine strategies for resolving customer-service situations (CR:046) (SP)

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

**Performance Indicators:**

Explain the nature of customer service in the hospitality and tourism industry (CR:049) (CS)

Identify factors affecting customer-service practices in hospitality and tourism (CR:051) (CS)

Identify factors associated with positive customer experiences (CR:052) (CS)

Deliver positive moments of truth (CR:055) (CS)

## **Instructional Area: Economics (EC)**

**Standard:** Understands the economic principles and concepts fundamental to business operations

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

**Performance Indicators:**

Explain the relationship between the economy and hospitality and tourism (EC:136) (SP)

## **Instructional Area: Emotional Intelligence (EI)**

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

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

**Performance Indicators:**

Describe personal traits important to success in hospitality and tourism (EI:090) (PQ)

## **Instructional Area: Financial Analysis (FI)**

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

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

**Performance Indicators:**

Discuss considerations in accepting credit-card payments (FI:789) (SP)

Calculate credit-card processing costs (FI:790) (SP)

Interpret cash-flow statements (FI:541) (SP)

**Performance Element:** Maintain cash controls to track cash flow.

**Performance Indicators:**

Explain cash control procedures (e.g., signature cards, deposit slips, internal/external controls, cash clearing, etc.) (FI:113) (CS)

Reconcile cash (FI:396) (CS)



## **Instructional Area: Human Resources Management (HR)**

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

**Performance Element:** Understand staff issues/problems to enhance productivity and improve employee relationships.

**Performance Indicators:**

Explain labor-relations issues (HR:452) (SP)

Discuss issues associated with workplace diversity (e.g., ethnic, generational, religious, gender) (HR:515) (SP)

## **Instructional Area: Marketing (MK)**

**Standard:** 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:**

Differentiate between service marketing and product marketing (MK:008) (CS)

## **Instructional Area: Information Management (NF)**

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

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

**Performance Indicators:**

Explain ways that technology impacts the hospitality and tourism industry (NF:060) (PQ)

Describe the impact of mobile technology on the hospitality and tourism industry (NF:313) (SP)

Use database for information analysis (NF:185) (SP)

Use software to automate services (NF:106) (SP)

Use analytical tracking tools (NF:205) (SP)

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

**Performance Indicators:**

Explain the need for hospitality and tourism business information (NF:279) (CS)

Describe current issues and trends in the hospitality and tourism industry (NF:048) (SP)

Identify information monitored for business decision making (NF:280) (SP)

Explain sources of secondary hospitality and tourism information (NF:281) (SP)

Explain types of primary hospitality and tourism market information (NF:282) (SP)

**Performance Element: Understand data-collection methods to evaluate their appropriateness for a business problem/issue.**

**Performance Indicators:**

Describe methods used to collect hospitality and tourism business information (e.g., observations, mail, telephone, Internet, discussion groups, interviews) (NF:283) (SP)

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

**Performance Indicators:**

Obtain business information from customer databases (NF:284) (CS)

Identify challenges with the use of unstructured business data (NF:285) (SP)

Obtain hospitality and tourism information from online sources (e.g., search engines, online databases, blogs, forums, listservs, web analytics, social media, geolocation services) (NF:286) (SP)

Track environmental changes that impact hospitality and tourism (e.g., technological changes, guest trends, economic changes, regulatory changes) (NF:287) (SP)

Monitor hospitality and tourism sales data (NF:288) (SP)

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

**Performance Indicators:**

Explain the use of descriptive statistics in business decision making (NF:236) (SP)

Interpret descriptive statistics for business decision making (NF:237) (SP)

**Performance Element: Report findings to communicate information to others.**

**Performance Indicators:**

Display hospitality and tourism data in charts/graphs or in tables (NF:289) (SP)

Prepare and use presentation software to aid in making oral reports (NF:290) (SP)

Present hospitality and tourism findings orally (NF:291) (SP)

Prepare written reports for hospitality and tourism decision-making (NF:292) (SP)

## **Instructional Area: Operations (OP)**

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

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

**Performance Indicators:**

Handle emergency situations in hospitality and tourism (OP:119) (CS)

Provide first-aid (OP:657) (CS)

Identify factors affecting evacuation procedures/protocols (OP:527) (SP)

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

**Performance Indicators:**

Explain security considerations in the hospitality and tourism industry (OP:115) (CS)

Identify credit card fraud prevention methods (OP:653) (CS)

Explain the nature of identity theft controls (OP:654) (CS)

**Performance Element: Comply with security rules, regulations, and codes (e.g., property, privacy, access, confidentiality) to protect customer and company information, reputation, and image.**

**Performance Indicators:**

Comply with strategies for protecting business' digital assets (e.g., website, social media, email, etc.) (OP:517) (SP)

Comply with strategies to protect digital customer data (e.g., information about customers, customers' credit-card numbers, passwords, customer transactions) (OP:518) (SP)

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

**Performance Indicators:**

Describe types of purchase orders (OP:250) (CS)

Discuss types of inventory (OP:336) (CS)

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

**Performance Indicators:**

Track invoices (OP:184) (CS)

**Performance Element: Acquire foundational knowledge of distribution to understand its role and function.**

**Performance Indicators:**

Explain the nature and scope of distribution (OP:522) (CS)

Explain the concept of place (distribution) in the hospitality and tourism industry (OP:529) (CS)

Explain the relationship between customer service and distribution (OP:523) (CS)

**Performance Element: Manage facilities to reduce costs and minimize social impact.**

**Performance Indicators:**

Practice safe and sanitary handling/disposal of wastes/recyclables (OP:134) (PQ)

Identify environmental sustainability issues in hospitality and tourism (OP:658) (SP)

## **Instructional Area: Professional Development (PD)**

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

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

**Performance Indicators:**

Describe the nature of the hospitality and tourism industry (PD:111) (CS)

Describe the development of the hospitality and tourism industry (PD:105) (CS)

Explain the roles and responsibilities of hospitality and tourism organizations (PD:398) (CS)

Describe the interdependence of segments of the hospitality and tourism industry (PD:399) (SP)

**Performance Element:** Acquire foundation knowledge of hospitality and tourism processes and activities to facilitate workplace activities.

**Performance Indicators:**

Discuss the role of ethics in hospitality and tourism (PD:400) (SP)

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

**Performance Indicators:**

Explain career opportunities in hospitality and tourism (PD:272) (CS)

## **Instructional Area: Strategic Management (SM)**

**Standard:** 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:**

Discuss the nature of managerial planning (SM:063) (SP)

Explain managerial considerations in organizing (SM:064) (SP)

Describe managerial considerations in staffing (SM:065) (SP)

Discuss managerial considerations in directing (SM:066) (SP)

## **Instructional Area: Knowledge Management (KM)**

**Standard:** Understands the systems, strategies, and techniques used to collect, organize, analyze, and share information known in an organization

**Performance Element:** Use knowledge management strategies to improve the performance and competitive advantage of an organization.

**Performance Indicators:**

Identify techniques that can be used to capture and transfer knowledge in an organization (KM:005) (SP)

## **Instructional Area: Product/Service Management (PM)**

**Standard:** Understands the concepts and processes needed to obtain, develop, maintain, and improve a product or service mix in response to market opportunities and to build brand for the organization

**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 (PM:081) (CS)

Explain the nature and scope of the product/service management function (PM:001) (SP)

**Performance Element: Apply quality assurances to enhance product/service offerings.**

**Performance Indicators:**

Explain guarantees in hospitality and tourism (PM:314) (CS)

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

**Performance Indicators:**

Describe services offered by the hospitality and tourism industry (PM:095) (CS)

Explain the concept of product mix (PM:003) (SP)

Describe the nature of product bundling (PM:041) (SP)

Explain the nature of product extensions in the hospitality and tourism industry (PM:099) (SP)

**Performance Element: Position company to acquire desired business image.**

**Performance Indicators:**

Explain the nature of corporate branding (PM:206) (SP)

Describe the role of customer voice in hospitality and tourism branding (PM:317) (SP)

**Performance Element: Analyze vendor performance to choose vendors and goods/services.**

**Performance Indicators:**

Evaluate vendors' goods and services (PM:239) (SP)

Choose hospitality and tourism vendors (PM:318) (SP)

Negotiate terms with hospitality and tourism suppliers (PM:319) (SP)

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

**Performance Indicators:**

Explain the nature of product/service branding (PM:021) (SP)

Communicate core values of product/service (PM:214) (SP)

Identify product's/service's competitive advantage (PM:246) (SP)

## **Instructional Area: Market Planning (MP)**

**Standard: Understands the concepts and strategies utilized to determine and target marketing strategies to a select audience**

**Performance Element: Select target market appropriate for product/business to obtain the best return on marketing investment (ROMI).**

**Performance Indicators:**

Explain the concept of market and market identification (MP:003) (CS)

Identify ways to segment hospitality and tourism markets (MP:035) (CS)

**Performance Element: Employ marketing-information to plan marketing activities.**

**Performance Indicators:**

Explain the use of marketing strategies in hospitality and tourism (MP:041) (SP)

## **Instructional Area: Pricing (PI)**

**Standard:** 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 nature and scope of the pricing function (PI:001) (SP)

Explain the concept of price in the hospitality and tourism industry (PI:029) (CS)

## **Instructional Area: Promotion (PR)**

**Standard:** 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:**

Explain the role of promotion as a marketing function (PR:001) (CS)

Explain the types of promotion (i.e., institutional, product) (PR:002) (CS)

Identify the elements of the promotional mix (PR:003) (SP)

Describe the concept of promotion in the hospitality and tourism industry (PR:121) (CS)

Explain promotional methods used by the hospitality and tourism industry (PR:082) (SP)

Explain the relationship between promotion and brand (PR:422) (SP)

## **Instructional Area: Quality Management (QM)**

**Standard:** Understands the need for standards and the strategies and techniques used to implement, monitor, and evaluate them

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

**Performance Indicators:**

Explain the nature of quality management (QM:001) (SP)

Discuss the need for continuous improvement of the quality process (QM:003) (SP)

## **Instructional Area: Risk Management (RM)**

**Standard:** Understands risk-management strategies and techniques used to minimize business loss

**Performance Element:** Explore risk control to understand its relationship to risk management.

**Performance Indicators:**

Discuss the nature of risk control (i.e., internal and external) (RM:058) (SP)

**Performance Element: Manage risk to protect a business's well-being.**

**Performance Indicators:**

Describe types of indicators used to manage business risk (e.g., key risk indicators, key performance indicators, key process indicators) (RM:088) (SP)

Discuss the nature of enterprise risk management (ERM) (RM:062) (SP)

## **Instructional Area: Selling (SE)**

**Standard: 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 (SE:017) (CS)

Explain the role of customer service as a component of selling relationships (SE:076) (CS)

Explain company selling policies (SE:932) (CS)

Explain key factors in building a clientele (SE:828) (SP)

**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 (SE:062) (CS)

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

**Performance Indicators:**

Explain the selling process (SE:048) (CS)

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

**Performance Indicators:**

Establish relationship with hospitality and tourism customer/guest (SE:499) (CS)

Determine hospitality and tourism customer/guest needs (SE:500) (CS)

Explain factors that motivate people to choose a hospitality and tourism site (SE:220) (SP)

Recommend hospitality and tourism services (SE:221) (SP)

Up-sell to enhance customer experience (SE:476) (SP)

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

**Performance Indicators:**

Process telephone orders in hospitality and tourism (SE:477) (CS)

Process special orders in hospitality and tourism (SE:478) (CS)

Sell gift certificates in hospitality and tourism (SE:479) (CS)

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

**Performance Indicators:**

Process complimentary offers and coupons/discounts (SE:149) (CS)

Process sales transactions (e.g., cash, credit, check) (SE:329) (CS)



## **Instructional Area: Business Law (BL)**

**Standard:** Understands business's responsibility to know, abide by, and enforce laws and regulations that affect business operations and transactions

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

**Performance Indicators:**

Distinguish between letters of agreement and contracts (BL:168) (SP)

Explain the use of hotel management contracts (BL:169) (SP)

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

**Performance Indicators:**

Explain the nature of regulations affecting the hotel/lodging industry (BL:170) (SP)

Describe the rights of guests in the hotel/lodging industry (BL:171) (SP)

## **Instructional Area: Communication Skills (CO)**

**Standard:** Understands the concepts, strategies, and systems used to obtain and convey ideas and information

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

**Performance Indicators:**

Route telephone calls (CO:214) (CS)

## **Instructional Area: Customer Relations (CR)**

**Standard:** 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:**

Orient guests to lodging facility (CR:057) (SP)

Offer services to guests (CR:058) (SP)

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

**Performance Indicators:**

Recommend alternative lodging facilities for guests (CR:059) (SP)

Process guest room changes (CR:060) (SP)

Resolve reservation issues (CR:061) (SP)

## **Instructional Area: Financial Analysis (FI)**

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

**Performance Element: Classify, record, and summarize data to produce needed financial information.**

**Performance Indicators:**

Discuss the nature of lodging accounting systems (FI:798) (SP)

Discuss lodging tax structures (FI:799) (SP)

Explain the purpose of night audits (FI:800) (SP)

Complete a night audit (FI:801) (SP)

Reconcile accounting issues (FI:802) (SP)

Produce daily reports (FI:803) (SP)

**Performance Element: Perform accounts payable functions to record, control, and disburse payments to vendors.**

**Performance Indicators:**

Process refunds (FI:807) (SP)

**Performance Element: Perform accounts receivable functions to record, control, and collect payments due from the sale of goods and services.**

**Performance Indicators:**

Process advance deposits (FI:808) (SP)

Track credit availability/usage (FI:809) (SP)

Post charges to guest folios (FI:810) (SP)

## **Instructional Area: Marketing (MK)**

**Standard: 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 the nature of hotel/lodging marketing (MK:025) (SP)

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

**Performance Indicators:**

Identify factors that influence guest experiences throughout the guest life cycle (MK:027) (SP)

Describe property features that influence customer appeal (MK:028) (SP)

## **Instructional Area: Information Management (NF)**

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

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

**Performance Indicators:**

Explain ways that technology impacts the hotel/lodging industry (NF:299) (SP)

Explain the role and components of property management systems (NF:300) (SP)

Discuss online guest reservation systems (NF:301) (SP)

Maintain accurate guest room status/accounts (NF:302) (SP)

Utilize property management system applications (NF:303) (SP)

Describe system integration challenges in hotel management (NF:304) (SP)

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

**Performance Indicators:**

Describe current issues and trends in the hotel/lodging industry (NF:305) (SP)

## **Instructional Area: Operations (OP)**

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

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

**Performance Indicators:**

Explain procedures for handling robbery situations (OP:113) (CS)

Handle emergency situations in hotel/lodging establishments (OP:537) (CS)

**Performance Element:** Implement biohazard safety procedures to minimize chance for loss.

**Performance Indicators:**

Identify hazardous chemicals/waste (OP:538) (CS)

Label/store hazardous chemicals/waste (OP:539) (CS)

Describe strategies for responding to biohazard incidents (OP:540) (SP)

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

**Performance Indicators:**

Explain hotel security considerations (OP:545) (SP)

Use key-control measures to protect guests (OP:546) (SP)

**Performance Element: Perform daily activities to facilitate ongoing lodging operations.**

**Performance Indicators:**

Process deliveries (OP:547) (CS)

Book and confirm room reservations (i.e., direct and indirect) (OP:548) (CS)

Modify/cancel guest reservations (OP:549) (CS)

Extend reservations (OP:550) (CS)

Complete guest check-in procedures (OP:551) (CS)

Process front-desk transactions (e.g., check cashing, valet parking, call routing, requests) (OP:552) (CS)

Process guest departures (OP:553) (CS)

Block group reservations (OP:554) (SP)

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

**Performance Indicators:**

Identify performance/productivity standards for lodging facilities (OP:556) (SP)

**Performance Element: Acquire foundational knowledge of distribution to understand its role and function.**

**Performance Indicators:**

Describe distribution systems used in lodging (e.g., global distribution systems [GDS], intersell agencies, property direct reservation channels, central reservation system, affiliate and non-affiliate networks, Internet, etc.) (OP:555) (CS)

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

**Performance Indicators:**

Identify guest room/public area maintenance needs (OP:558) (CS)

Process maintenance request (OP:559) (CS)

Explain the housekeeping function (OP:560) (SP)

Identify signs of pest infestations (OP:561) (SP)

Describe pest control strategies (OP:562) (SP)

Assign guest rooms for cleaning (OP:563) (SP)

**Performance Element: Manage facilities to reduce costs and minimize social impact.**

**Performance Indicators:**

Identify waste management opportunities (OP:494) (SP)

Identify waste redirection opportunities (OP:571) (SP)

Discuss strategies to manage guest use of water/energy (OP:572) (SP)

## **Instructional Area: Professional Development (PD)**

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

**Performance Element:** Acquire industry knowledge to facilitate work processes.

**Performance Indicators:**

Describe the nature of the lodging industry (PD:355) (CS)

Describe the development of the lodging industry (PD:356) (SP)

Describe lodging accommodation types and classifications (PD:357) (SP)

Describe levels of service in lodging establishments (PD:358) (SP)

Describe the organizational structure of lodging establishments (e.g., rooms division, food and beverage division, marketing and sales division) (PD:359) (SP)

Explain the nature of front office operations (PD:360) (SP)

Discuss the nature of food and beverage division (PD:361) (SP)

Explain the nature of back-of-the house operations (PD:362) (SP)

Describe the role of hotel management companies (PD:363) (SP)

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

**Performance Indicators:**

Explain employment opportunities in the lodging industry (PD:364) (SP)

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

**Performance Indicators:**

Determine the services provided by professional organizations in the lodging industry (PD:365) (SP)

## **Instructional Area: Product/Service Management (PM)**

**Standard:** Understands the concepts and processes needed to obtain, develop, maintain, and improve a product or service mix in response to market opportunities and to build brand for the organization

**Performance Element:** Apply quality assurances to enhance product/service offerings.

**Performance Indicators:**

Describe the uses of grades and standards in lodging (PM:295) (CS)

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

**Performance Indicators:**

Explain the role of guest services (PM:297) (SP)

Discuss the nature of concierge services (PM:298) (SP)

Describe the purpose of guest relations (PM:299) (SP)

## **Instructional Area: Channel Management (CM)**

**Standard:** Understands the concepts and processes needed to identify, select, monitor, and evaluate sales channels

**Performance Element:** Acquire foundational knowledge of channel management to understand its role in marketing.

**Performance Indicators:**

Explain the nature and scope of channel management (CM:001) (CS)

Explain the nature of channels of distribution (CM:003) (CS)

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

**Performance Indicators:**

Explain the nature of channel strategies in lodging organizations (CM:023) (SP)

Discuss room distribution payment models (CM:024) (SP)

## **Instructional Area: Market Planning (MP)**

**Standard:** Understands the concepts and strategies utilized to determine and target marketing strategies to a select audience

**Performance Element:** Select target market appropriate for product/business to obtain the best return on marketing investment (ROMI).

**Performance Indicators:**

Describe lodging market segments (MP:045) (SP)

## **Instructional Area: Pricing (PI)**

**Standard:** 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 considerations in hotel/lodging room pricing (PI:080) (SP)

## **Instructional Area: Promotion (PR)**

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

**Performance Element:** Employ sales-promotion activities to inform or remind customers of business/product.

**Performance Indicators:**

Develop property fact book (PR:423) (SP)

Prepare sales kit (PR:424) (SP)

## **Instructional Area: Selling (SE)**

**Standard:** 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 product knowledge to communicate product benefits and to ensure appropriateness of product for the customer.

**Performance Indicators:**

Differentiate between consumer and organizational buying behavior (SE:112) (SP)

Identify lodging sales opportunities (SE:494) (SP)

**Performance Element:** Acquire product knowledge to be equipped to solve customer/ client's problems.

**Performance Indicators:**

Acquire knowledge of property capacity/amenities (SE:491) (CS)

Acquire knowledge of lodging meeting room capacity/requirements (SE:492) (CS)

Acquire knowledge of food and beverage capabilities (SE:493) (CS)

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

**Performance Indicators:**

Identify factors influencing customer selection of lodging property for groups/events (SE:495) (SP)

Explain factors considered when determining group/event negotiation strategies (SE:496) (SP)

Negotiate letters of agreement/block contracts (SE:497) (SP)

Oversee fulfillment/delivery of client services (SE:498) (SP)

**Performance Element:** Plan sales activities to increase sales efficiency and effectiveness.

**Performance Indicators:**

Explain the nature of key account management (SE:381) (SP)