

## **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, LAP-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, LAP-SM-064) (SP)

Describe managerial considerations in staffing (SM:065, LAP-SM-065) (SP)

Discuss managerial considerations in directing (SM:066, LAP-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, LAP-PM-017) (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, LAP-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, LAP-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, LAP-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, LAP-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, LAP-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, LAP-PR-901) (CS)

Explain the types of promotion (i.e., institutional, product) (PR:002, LAP-PR-902) (CS)

Identify the elements of the promotional mix (PR:003, LAP-PR-903) (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, LAP-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, LAP-SE-017) (CS)

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

Explain company selling policies (SE:932, LAP-SE-932) (CS)

Explain key factors in building a clientele (SE:828, LAP-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, LAP-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, LAP-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)