



PERFORMANCE INDICATORS

HOSPITALITY + TOURISM CAREER CLUSTER

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

INDIVIDUAL CASE STUDY EVENTS

HOTEL AND LODGING

Lodging Pathway

RESTAURANT AND FOOD SERVICE MANAGEMENT

Restaurant and Food and Beverages Services Pathway

TRAVEL AND TOURISM

Travel and Tourism Pathway

TEAM CASE STUDY EVENTS

EVENT PLANNING

Travel and Tourism Pathway

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. Questions may be e-mailed to betho@MBAResearch.org.

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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)

Discuss the nature and sources of international law (i.e., treaties and international customs) (BL:142) (MN)

Discuss the nature and sources of foreign law (i.e., country judicial and legislative actions) (BL:143) (MN)

Explain the impact of global legal systems on settling international business disputes (BL:144) (MN)

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: Understand human-resources laws and regulations to facilitate business operations.

Performance Indicators:

Explain the nature of human resources regulations (BL:007) (SU)

Explain the nature of workplace regulations (including OSHA, ADA) (BL:008) (SU)

Discuss employment relationships (BL:075) (SU)

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

Performance Indicators:

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

Select form of business ownership (BL:006) (ON)

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)

Explain the nature of trade regulations (BL:004) (MN)

Describe the impact of anti-trust legislation (BL:076) (MN)

Performance Element: Understand tax laws and regulations to adhere to government requirements.

Performance Indicators:

Explain the nature of tax regulations on business (BL:009) (ON)

Explain the nature of businesses' reporting requirements (BL:010) (ON)

Develop strategies for legal/government compliance (BL:011) (ON)

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)
Prepare complex written reports (CO:009) (MN)
Write proposals (CO:062) (MN)

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)

Provide directions for completing job tasks (CO:139) (SU)

Update employees on business and economic trends (CO:172) (SU)

Conduct a staff meeting (CO:140) (SU)

Conduct planning meetings (CO:052) (SU)

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)

Explain management's role in customer relations (CR:008) (MN)

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)

Discuss the nature of monetary policy (EC:073) (MN)

Discuss the supply and demand for money (EC:096) (MN)

Explain the role of the Federal Reserve System (EC:097) (MN)

Explain the concept of fiscal policies (EC:074) (MN)

Describe the effects of fiscal and monetary policies (EC:098) (MN)

Describe the effects of foreign fiscal and monetary policies on the domestic economy (EC:139) (MN)

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)

Describe the concept of economies of scale (EC:077) (MN)

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)

Explain labor issues associated with global trade (EC:101) (SU)

Discuss the potential impact of emerging economies on business activities (EC:117) (MN)

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)
Adapt management style to the personality type of others (EI:105) (SU)

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)
Offer constructive criticism (EI:080) (SU)

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)
Manage crises in relationships (EI:110) (SU)

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)
Encourage team building (EI:044) (SU)

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)
Act as a role model to fulfill the organization's standards/values (EI:111) (SU)
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)
Determine stakeholder expectations (EI:113) (MN)
Establish strategic relationships with others (EI:114) (MN)
Share best practices with key individuals and groups (EI:115) (MN)
Leverage business relationships (EI:116) (MN)

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)

Performance Element: Employ entrepreneurial discovery strategies to generate feasible ideas for business ventures.

Performance Indicators:

Explain the need for entrepreneurial discovery (EN:001) (ON)
Discuss entrepreneurial discovery processes (EN:002) (ON)
Assess global trends and opportunities for business ventures (EN:003) (ON)
Determine opportunities for venture creation (EN:004) (ON)
Assess opportunities for venture creation (EN:005) (ON)
Generate venture ideas (EN:006) (ON)
Determine feasibility of venture ideas (EN:038) (ON)

Performance Element: Develop concept for new business venture to evaluate its success potential.

Performance Indicators:

Describe entrepreneurial planning considerations (EN:007) (ON)

Explain tools used by entrepreneurs for venture planning (EN:008) (ON)

Assess start-up requirements (EN:009) (ON)

Assess risks associated with venture (EN:010) (ON)

Describe external resources useful to entrepreneurs during concept development (EN:011) (ON)

Assess the need to use external resources for concept development (EN:012) (ON)

Select strategies to protect intellectual property (EN:013) (ON)

Use components of business plan to define venture idea (EN:014) (ON)

Select market-entry strategies for conducting business internationally (EN:122) (ON)

Performance Element: Determine needed resources for a new business venture to contribute to its start-up viability.

Performance Indicators:

Describe processes used to acquire adequate financial resources for venture creation/start-up (EN:015) (ON)

Select sources to finance venture creation/start-up (EN:016) (ON)

Explain factors to consider in determining a venture's human-resources needs (EN:017) (ON)

Explain considerations in making the decision to hire staff (EN:018) (ON)

Describe considerations in selecting capital resources (EN:019) (ON)

Identify capital resources needed for the venture (EN:020) (ON)

Assess the costs/benefits associated with resources (EN:021) (ON)

Performance Element: Actualize new business venture to generate profit and/or meet objectives.

Performance Indicators:

Establish banking procedures (EN:042) (ON)

Use external resources to supplement entrepreneur's expertise (EN:022) (ON)

Explain the complexity of business operations (EN:023) (ON)

Establish line of credit (EN:043) (ON)

Evaluate risk-taking opportunities (EN:024) (ON)

Explain the need for business systems and procedures (EN:025) (ON)

Describe the use of operating procedures (EN:026) (ON)

Explain methods/processes for organizing workflow (EN:027) (ON)

Develop and/or provide product/service (EN:028) (ON)

Use creative problem-solving in business activities/decisions (EN:029) (ON)

Explain the impact of resource productivity on venture success (EN:030) (ON)

Create processes for ongoing opportunity recognition (EN:031) (ON)

Develop plan to invest resources into improving current products or creating new ones (EN:032) (ON)

Adapt to changes in business environment (EN:033) (ON)

Performance Element: Select harvesting strategies to identify entrepreneur's role in the business venture.

Performance Indicators:

Explain the need for continuation planning (EN:034) (ON)

Describe methods of venture harvesting (EN:035) (ON)

Evaluate options for continued venture involvement (EN:036) (ON)

Develop exit strategies (EN:037) (ON)

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 and compensation (FI:061) (CS)

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

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

Explain legal responsibilities associated with consumer financial products and services (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)
Write checks (FI:560) (PQ)
Maintain financial records (FI:069) (PQ)
Balance a bank account (FI:070) (PQ)
Explain the nature of charitable giving (FI:567) (PQ)
Manage online accounts (FI:830) (CS)
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 options for financing a college education (FI:831) (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)
Establish investment goals and objectives (FI:079) (MN)

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

Describe the concept of insurance (FI:081) (CS)
Obtain insurance coverage (FI:082) (ON)
Settle insurance losses (FI:083) (ON)

Performance Element: Identify potential threats and opportunities to protect financial well-being.**Performance Indicators:**

Determine insurance needs (FI:571) (SP)

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)

Prepare cash flow statements (FI:092) (MN)

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: Implement financial skills to obtain business credit and to control its use.

Performance Indicators:

Explain the purposes and importance of obtaining business credit (FI:023) (ON)

Analyze critical banking relationships (FI:039) (ON)

Make critical decisions regarding acceptance of bank cards (FI:040) (ON)

Determine financing needed for business operations (FI:043) (ON)

Identify risks associated with obtaining business credit (FI:041) (ON)

Explain sources of financial assistance (FI:031) (ON)

Explain loan evaluation criteria used by lending institutions (FI:034) (ON)

Complete loan application package (FI:033) (ON)

Performance Element: Manage financial resources to ensure solvency.

Performance Indicators:

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

Explain the nature of operating budgets (FI:098) (SU)

Describe the nature of cost-benefit analysis (FI:357) (MN)

Determine relationships among total revenue, marginal revenue, output, and profit (FI:358) (MN)

Develop company's/department's budget (FI:099) (MN)

Forecast sales (FI:096) (MN)

Calculate financial ratios (FI:097) (MN)

Interpret financial statements (FI:102) (MN)

File business tax returns (FI:652) (ON)

Verify the accuracy of business financial records (FI:653) (ON)

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: Staff a business unit to satisfy work demands while adhering to budget constraints.

Performance Indicators:

Determine hiring needs (HR:353) (SU)

Screen job applications/resumes (HR:354) (SU)

Interview job applicants (HR:355) (SU)

Discuss employee compensation (HR:390) (SU)

Select and hire new employees (HR:356) (SU)

Conduct exit interviews (HR:357) (SU)

Dismiss/Fire employees (HR:358) (SU)

Maintain human resources records (HR:359) (SU)

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

Performance Indicators:

Orient new employees (HR:360) (CS)
Orient new employees (management's role) (HR:361) (SU)
Explain the role of training and human resources development (HR:362) (SU)
Explain the nature of management/supervisory training (HR:363) (SU)
Explain the nature of leadership in organizations (HR:493) (SU)
Describe ways that businesses build positive employer-employee relationships (HR:449) (SU)
Foster employee engagement and commitment (HR:513) (SU)
Coach employees (HR:364) (SU)
Recognize/Reward employees (HR:365) (SU)
Maintain ongoing discussion of issues related to compensation (HR:391) (SU)
Train staff (HR:392) (SU)
Supervise staff (HR:393) (SU)
Involve staff in company activities (HR:405) (SU)
Foster “right” environment for employees (HR:403) (SU)
Assess employee performance (HR:368) (SU)
Ensure equitable opportunities for employees (HR:367) (SU)
Assess team performance (HR:494) (SU)

Performance Element: Implement organizational skills to facilitate others' work efforts.

Performance Indicators:

Assist employees with prioritizing work responsibilities (HR:385) (SU)
Delegate work to others (HR:386) (SU)
Coordinate efforts of cross-functional teams to achieve project/company goals (HR:387) (SU)
Manage collaborative efforts (HR:388) (SU)
Harmonize tasks, projects, and employees in the context of business priorities (HR:389) (SU)
Coordinate human, capital, and fiscal resources to meet business priorities (HR:508) (MN)

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

Performance Indicators:

Handle employee complaints and grievances (HR:366) (SU)
Explain issues associated with the payroll process (HR:394) (SU)
Explain the nature of remedial action (HR:369) (SU)

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)
- Establish specifications for selecting hardware/software systems (NF:091) (MN)
- Determine venture's information technology needs (NF:012) (MN)

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: Determine needed safety policies/procedures to protect employees.

Performance Indicators:

- Identify potential safety issues (OP:151) (MN)
- Establish safety policies and procedures (OP:012) (MN)

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: Develop policies/procedures to protect workplace security.

Performance Indicators:

Identify potential security issues (OP:154) (MN)
Establish policies to protect company information and intangibles (OP:155) (MN)
Establish policies to maintain a non-hostile work environment (OP:156) (SU)
Establish policies and procedures to maintain physical security of the work environment (OP:157) (MN)

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)
Establish bid specifications (OP:243) (MN)

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)

Describe the role of management in the achievement of quality (OP:020) (MN)

Establish efficient operating systems (OP:022) (MN)

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)

Control use of supplies (OP:026) (SU)

Conduct breakeven analysis (OP:192) (MN)

Negotiate service and maintenance contracts (OP:027) (MN)

Negotiate lease or purchase of facility (OP:028) (MN)

Develop expense control plans (OP:029) (MN)

Use budgets to control operations (OP:030) (MN)

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's role in business to appreciate its contributions to efficiency and profitability.

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)

Establish performance standards to meet organizational goals (PD:256) (MN)

Monitor progress in achieving organizational goals (PD:257) (MN)

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

Performance Indicators:

Explain the need for innovation skills (PD:126) (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 resume (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)
- Explain the nature of managerial ethics (SM:002) (MN)
- Discuss the nature of balanced scorecards (SM:078) (MN)

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

Performance Indicators:

Explain the nature of business plans (SM:007) (MN)

Develop company goals/objectives (SM:008) (ON)

Define business mission (SM:009) (ON)

Conduct an organizational SWOT (SM:010) (ON)

Explain external planning considerations (SM:011) (MN)

Identify and benchmark key performance indicators (e.g., dashboards, scorecards, etc.) (SM:027) (MN)

Develop action plans (SM:012) (ON)

Develop business plan (SM:013) (ON)

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

Performance Indicators:

Select and apply metrics for measuring organizational success (SM:074) (MN)

Analyze operating results in relation to budget/industry (SM:005) (MN)

Track performance of business plan (SM:006) (MN)

Determine alternative actions to take when goals are not being met (SM:043) (MN)

Evaluate opportunities for potential company changes (SM:044) (MN)

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)

Identify speculative business risks (SM:077) (MN)

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: Communication Skills (CO)

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

Performance Element: Manage communications efforts to protect brand viability.

Performance Indicators:

Develop a crisis management plan (CO:200) (MN)

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)

Resolve sensitive/dangerous customer-service situations (CR:047) (MN)

Resolve compromising/fraudulent customer-service situations (CR:048) (MN)

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

Performance Indicators:

Determine product-line profitability (FI:322) (MN)

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)

Monitor business's profitability (FI:542) (MN)

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)

Set up cash collection and deposit systems (FI:785) (MN)

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: Control human resources management activities to maintain workforce standards.

Performance Indicators:

Manage employee turnover (HR:512) (MN)

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: Develop policies/procedures to protect workplace security.

Performance Indicators:

Coordinate money handling (OP:655) (SU)

Monitor cash-handling procedures (OP:656) (MN)

Develop procedures for safeguarding cash (OP:528) (MN)

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: Determine technology security strategies needed to protect customer information and company image.

Performance Indicators:

Evaluate strategies for protecting business' digital assets (e.g., website, social media, email, etc.), customer data, and other protected information (OP:473) (MN)

Develop strategies to protect digital data (OP:105) (MN)

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)

Develop operations manual (KM:026) (MN)

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)

Analyze customer touchpoints' impact on brand strategy (PM:315) (MN)

Evaluate consistency in delivering brand values and service guarantees (PM:316) (MN)

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)

Performance Element: Employ pricing strategies to determine optimal pricing.

Performance Indicators:

Determine price objectives (PI:088) (MN)

Calculate break-even point (PI:006) (MN)

Negotiate charges with vendors (PI:051) (MN)

Select pricing strategies (PI:046) (MN)

Determine discounts and allowances that can be used to adjust base prices (PI:022) (MN)

Set prices (PI:007) (MN)

Adjust prices to maximize profitability (PI:008) (MN)

Performance Element: Assess pricing strategies to identify needed changes and to improve profitability.

Performance Indicators:

Evaluate pricing decisions (PI:057) (MN)

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)

Coordinate contingency planning (RM:068) (MN)

Evaluate contingency planning (RM:069) (MN)

Select risk-management strategies (RM:089) (MN)

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

Performance Indicators:

Describe legal issues affecting the event management industry (BL:165) (SP)

Performance Element: Understand tax laws and regulations to adhere to government requirements.

Performance Indicators:

Describe the nature of tax regulations affecting events (BL:166) (SP)

Performance Element: Apply knowledge of business contracts to establish business relationships.

Performance Indicators:

Issue a service/goods contract (BL:087) (MN)

Comply with intellectual-property use restrictions (BL:167) (MN)

Instructional Area: Communication Skills (CO)

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

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

Performance Indicators:

Solicit event sponsors/vendors/speakers (CO:211) (SP)

Write funding requests (CO:212) (SP)

Respond to proposals (CO:213) (MN)

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:

Identify factors affecting attendee satisfaction with events (CR:056) (SP)

Instructional Area: Economics (EC)

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

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

Performance Indicators:

Describe the impact of unions on the event industry (EC:053) (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: Use risk management products to protect a business's financial well-being.

Performance Indicators:

Explain the need for event insurance (FI:793) (SP)

Performance Element: Manage financial resources to ensure solvency.

Performance Indicators:

Describe the nature of event budgeting (FI:794) (SP)

Develop event budget (FI:795) (SP)

Forecast revenue (FI:796) (MN)

Determine economic impact of events (FI:797) (MN)

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: Adjust the staffing capacity of an organization to meet predicted demands.

Performance Indicators:

Identify alternative staffing options (HR:557) (SP)

Determine staffing needs for events (HR:558) (SP)

Develop staffing plan to meet predicted demand (HR:559) (MN)

Performance Element: Manage staff growth and development to increase productivity and promote customer/guest satisfaction

Performance Indicators:

Orient volunteers (HR:560) (SU)

Coach volunteers (HR:561) (SU)

Supervise volunteers (HR:562) (SU)

Performance Element: Utilize techniques to staff an event

Performance Indicators:

Evaluate event volunteer needs (HR:563) (SP)

Staff key volunteer positions for events (HR:564) (MN)

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 event marketing (MK:024) (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:

Utilize project-management software (NF:130) (SP)

Explain the role of event management systems (NF:293) (SP)

Discuss event registration and attendee management systems (NF:294) (SP)

Demonstrate secure document sharing applications (NF:295) (SP)

Utilize mobile applications for event participation (NF:296) (SP)

Use event-management tools to monitor and communicate event planning progress (NF:297) (SP)

Establish specifications for event mobile applications (NF:298) (MN)

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 purchasing activities to obtain business supplies, equipment, resources, and services.

Performance Indicators:

Determine event-hosted merchandise/products to buy (OP:534) (SP)

Determine quantities of event-hosted merchandise/products to buy (OP:535) (SP)

Purchase event-hosted merchandise/products for resale (OP:536) (SP)

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

Performance Indicators:

Coordinate design of event-related activities (OP:532) (SP)

Coordinate design of event-related materials (OP:533) (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:

Explain types of events (PD:346) (SP)

Describe the nature of the event industry (PD:347) (SP)

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

Performance Indicators:

Describe the duties of event planners (PD:348) (SP)

Explain employment opportunities in event planning (PD:349) (SP)

Describe the duties of event managers (PD:350) (SP)

Explain employment opportunities in event management (PD:351) (SP)

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

Performance Indicators:

Explain the services of professional organizations in event planning and management (PD:352) (SP)

Employ career-advancement strategies in event planning and management (PD:353) (SP)

Explain certifications available to event planners and managers (PD:354) (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: Position company to acquire desired business image.

Performance Indicators:

Explain the nature of event branding (PM:288) (SP)

Describe factors used to position events (PM:289) (SP)

Create social-media brand identity (PM:290) (SP)

Implement brand-development process (PM:291) (MN)

Create brand (PM:292) (MN)

Develop strategies to position events (PM:293) (MN)

Performance Element: Analyze potential vendors performance to choose those who would meet event needs.

Performance Indicators:

Analyze responses to Request for Proposals (RFP) (PM:294) (MN)

Instructional Area: Market Planning (MP)

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

Performance Element: Develop marketing strategies to guide marketing tactics.

Performance Indicators:

Explain the concept of marketing strategies (MP:001) (CS)

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

Performance Indicators:

Explain the concept of event market identification (MP:042) (CS)

Identify event market segments (MP:043) (SP)

Develop event participant profile (MP:044) (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: Employ pricing strategies to determine optimal pricing.

Performance Indicators:

- Explain considerations in event pricing (PI:071) (SP)
- Determine cost of event (breakeven, profit margin) (PI:072) (MN)
- Establish participant pricing objectives (PI:073) (MN)
- Establish vendor/sponsor pricing objectives (PI:074) (MN)
- Negotiate venue charges (PI:075) (MN)
- Negotiate hotel/lodging rates and amenities (PI:076) (MN)
- Negotiate tour packages and participant activity charges (PI:077) (MN)
- Establish pricing structure (e.g., levels, discount percentages) (PI:078) (MN)
- Set event prices (PI:079) (MN)

Instructional Area: Project Management (PJ)

Standard: Understands tools, techniques, and systems that are used to plan, implement, monitor, and evaluate business projects

Performance Element: Understand the foundational principles of event planning and management to recognize their roles in event success.

Performance Indicators:

- Explain the nature of event planning (PJ:011) (SP)
- Describe the nature of event management (PJ:012) (SP)
- Explain the role of situation analysis in the event planning process (PJ:013) (SP)
- Explain the role of feasibility analysis in the event planning process (PJ:014) (SP)

Performance Element: Define the event to facilitate planning and to ensure event meets intended goals.

Performance Indicators:

- Conduct pre-event research (e.g., event history, event brand image, event risks) (PJ:015) (SP)
- Define event concept (PJ:016) (MN)
- Determine event vision, mission, and goals (PJ:017) (MN)
- Identify event's stakeholders and their concerns (PJ:018) (MN)
- Determine strategies to respond to and manage stakeholder concerns (PJ:019) (MN)
- Set attendance or participation goals (PJ:020) (MN)
- Determine sponsorship/vendor goals and objectives (PJ:021) (MN)
- Determine metrics for evaluating event success (e.g., participation or attendance, revenue goals, desired sponsorships, cost containment, satisfaction levels) (PJ:022) (MN)
- Establish event evaluation process (PJ:023) (MN)
- Develop scope overview of event (PJ:024) (MN)

Performance Element: Determine event needs to create actionable event plan.**Performance Indicators:**

Identify resources needed for event (PJ:025) (SP)
Determine accessibility needs (PJ:026) (SP)
Determine signage needs (PJ:027) (SP)
Identify audio/visual requirements (PJ:028) (SP)
Identify transportation requirements (PJ:029) (SP)
Determine on-site communication requirements (PJ:030) (SP)
Define conference room/banquet room requirements (PJ:031) (SP)
Determine guest transportation needs (PJ:032) (SP)
Identify required guest services (PJ:033) (SP)
Determine event planning timeline (PJ:034) (SP)
Determine event registration process (PJ:035) (SP)
Identify health and safety requirements (PJ:036) (SP)
Identify food and beverage requirements (PJ:037) (SP)
Determine event's required contracts, licenses, and intellectual property use restrictions (PJ:038) (MN)

Performance Element: Create needed plans to guide event implementation.**Performance Indicators:**

Determine site selection criteria (PJ:039) (SP)
Determine site layout (PJ:040) (SP)
Select event décor (PJ:041) (SP)
Determine event amenities (PJ:042) (SP)
Establish speaker/performer selection criteria (PJ:043) (MN)
Develop transportation plan (PJ:044) (MN)
Develop crowd-management plan (PJ:045) (MN)
Develop marketing communications plan (PJ:046) (MN)
Develop event production schedule (PJ:047) (MN)
Develop event call sheets (PJ:048) (MN)
Create facilities plan (PJ:049) (MN)
Develop event specification guides (PJ:050) (MN)
Set event budget (PJ:051) (MN)
Create event milestone schedule (PJ:052) (MN)
Develop event plan (PJ:053) (MN)

Performance Element: Execute event plan to achieve desired outcomes**Performance Indicators:**

Secure guest services required to support events (PJ:054) (SP)
Prepare materials for attendees (PJ:055) (SP)
Secure in-house/outourced services to support events (PJ:056) (SP)
Complete room specification sheets (PJ:057) (SP)
Document functional site specifications (PJ:058) (SP)
Select speakers/performers (PJ:059) (MN)
Select venue (PJ:060) (MN)

Performance Element: Manage pre-event logistics to help to ensure operational efficiencies.**Performance Indicators:**

Set up banquet/conference rooms (PJ:061) (CS)
Check audio-visual set up (PJ:062) (CS)
Confirm vendors/speakers/sponsors/transportation (PJ:063) (SP)
Verify site layout/specifications (PJ:064) (SP)
Check signage/displays (PJ:065) (SP)

Performance Element: Conduct event to meet goals and objectives.**Performance Indicators:**

Maintain registration area (PJ:066) (CS)
Disseminate event materials (PJ:067) (CS)
Check people into the event (PJ:068) (CS)
Accept payments (PJ:069) (CS)
Use crowd management strategies (PJ:070) (SP)
Monitor event areas (PJ:071) (SP)
Implement guest transportation plans (PJ:072) (MN)
Implement facilities plan (PJ:073) (MN)
Implement event staffing plan (PJ:074) (MN)

Performance Element: Manage post-event activities to help to ensure operational efficiencies.**Performance Indicators:**

Tear down event areas (banquet rooms, meeting rooms, tents, temporary seating, staging, carpeting, etc.) (PJ:075) (CS)
Box and ship exhibition materials (PJ:076) (CS)

Performance Element: Close event to determine goal achievement and lessons learned.**Performance Indicators:**

Determine whether goals/objectives were met (PJ:077) (MN)
Determine event-improvement needs (PJ:078) (MN)
Document lessons learned (PJ:079) (MN)

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: Understand the use of public-relations activities to communicate with targeted audiences.

Performance Indicators:

Identify types of public-relations activities (PR:252) (SP)

Discuss internal and external audiences for public-relations activities (PR:253) (SP)

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

Performance Indicators:

Create promotional banners/signs (PR:410) (SP)

Select promotional booth configurations/specifications (PR:411) (SP)

Determine promotional gadgets/participation draws (PR:412) (SP)

Set-up promotional space (PR:413) (SP)

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

Performance Indicators:

Develop media schedule (PR:421) (SP)

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 (PR:319) (SP)

Discuss the role of customer voice in word-of-mouth strategies (PR:363) (SP)

Select word-of-mouth strategies appropriate for promotional objectives (PR:355) (MN)

Explain the nature of buzz-marketing (PR:317) (SP)

Develop buzz-marketing strategies (PR:229) (MN)

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

Performance Indicators:

Discuss types of direct mail tactics (PR:301) (SP)

Explain the nature of email marketing tactics (PR:165) (SP)

Explain the use of social media for digital marketing (PR:365) (SP)

Describe the use of blogging for marketing communications (PR:281) (SP)

Explain the use of video/images for digital marketing (PR:366) (SP)

Describe mobile marketing tactics (PR:276) (SP)

Explain mobile marketing applications (PR:367) (SP)

Discuss the use of search-engine optimization tactics for digital marketing (PR:299) (SP)

Performance Element: Develop content for use in marketing communications to create interest in product/business/idea.

Performance Indicators:

Describe participation factors evaluated by event sponsors/speakers (PR:399) (SP)
Identify effective promotional headlines (PR:400) (SP)
Explain the use of storytelling in promoting events (PR:401) (SP)
Discuss effective print promotional content (PR:414) (SP)
Describe effective electronic promotional content (PR:415) (SP)
Write promotional content for use on the website (PR:416) (SP)
Write promotional content for use in social media (PR:417) (SP)
Repurpose promotional content for use in multiple platforms (PR:418) (SP)
Develop promotional messages for targeted audience (PR:419) (MN)
Design event-related materials (PR:402) (SP)
Develop requests for proposals (RFPs) to solicit interest in event participation (PR:403) (MN)
Create sponsorship package materials (PR:404) (MN)

Performance Element: Understand design principles to be able to communicate needs to designers.

Performance Indicators:

Describe the use of color in advertisements (PR:123) (SP)
Describe the elements of design (PR:222) (SP)
Explain the use of illustrations in advertisements (PR:322) (SP)
Discuss the nature of typography (PR:295) (SP)
Explain type styles used in advertisements (PR:326) (SP)
Describe effective advertising layouts (PR:275) (SP)

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

Performance Indicators:

Explain website-development process (PR:328) (SP)
Identify strategies for attracting targeted audience to website (PR:333) (SP)
Identify technologies to improve website ranking/positioning on search engines/directories (PR:278) (MN)
Explain website linking strategies (PR:327) (MN)
Identify website design/components (PR:336) (MN)

Performance Element: Develop promotional materials to gain attention, interest, and action of clients.

Performance Indicators:

Develop promotional brochures (PR:420) (SP)

Performance Element: Manage media planning and placement to enhance return on marketing investment.

Performance Indicators:

Determine advertising reach of media (PR:225) (SP)

Calculate media costs (PR:009) (SP)

Select advertising media (PR:010) (MN)

Choose appropriate media outlets (PR:230) (MN)

Buy ad space/time (PR:104) (SP)

Develop a media plan (includes budget, media allocation, and timing of ads) (PR:285) (MN)

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

Performance Indicators:

Write a press release (PR:057) (SP)

Cultivate media relationships (PR:185) (SP)

Obtain publicity (PR:055) (MN)

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

Performance Indicators:

Participate in the design of collateral materials to promote special events (PR:234) (SP)

Select event signage (PR:407) (SP)

Determine event-related activities to engage participants (PR:408) (SP)

Promote participant packages (PR:409) (SP)

Performance Element: Utilize public-relations strategies to create positive image of organization/company.

Performance Indicators:

Plan a public-relations strategy (PR:405) (MN)

Instructional Area: Risk Management (RM)

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

Performance Element: Manage risks to protect a business's financial well-being.

Performance Indicators:

Identify risks to successful event execution (RM:098) (SP)

Develop event contingency plan (e.g., personnel, weather, power outage, damage control) (RM:099) (MN)

Determine risk management plan (RM:100) (MN)

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: Maintain cash controls to track cash flow.

Performance Indicators:

Check cashiers in/out (FI:804) (SU)

Verify banks at shift end (FI:805) (SU)

Complete bank deposits/records (FI:806) (SU)

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)

Resolve billing/folio disputes (FI:811) (MN)

Performance Element: Utilize managerial accounting methods to guide business decision-making

Performance Indicators:

Explain metrics used to measure lodging property performance (e.g., RevPar, Average Daily Rate [ADR], Average Room Rate [ARR], occupancy rates) (FI:812) (MN)

Forecast room rates (FI:813) (MN)

Forecast occupancy rates (FI:814) (MN)

Manage yield (FI:815) (MN)

Analyze room rates (FI:816) (MN)

Analyze departmental allocations (FI:817) (MN)

Determine lodging property's financial performance (FI:818) (MN)

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: Utilize techniques to staff an organization or a department within an organization.

Performance Indicators:

Evaluate adequacy of staffing levels (HR:402) (MN)

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

Performance Indicators:

Ensure staff understanding of responsibilities, duties, functions, and authority levels (HR:401) (SU)

Supervise unionized staff (HR:565) (SU)

Performance Element: Implement organizational skills to facilitate others' work efforts.

Performance Indicators:

Schedule staff (HR:566) (SU)

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: Determine needed safety policies/procedures to protect employees and guests.

Performance Indicators:

Enhance guest safety through access control procedures (OP:541) (MN)

Develop policies and procedures for responsible alcohol service and intervention (OP:542) (MN)

Develop safety policies/procedures to prevent sanitation problems (OP:543) (MN)

Develop emergency procedures for a hospitality establishment (OP:544) (MN)

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)

Select and apply metrics to measure performance/productivity (OP:557) (MN)

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)
Develop pest management program (OP:564) (MN)
Implement pest management program (OP:565) (MN)
Assess cleanliness of guest rooms/public areas (OP:566) (MN)
Create a housekeeping plan (OP:567) (MN)
Schedule preventive maintenance (OP:568) (MN)
Develop guest room/public area maintenance program (OP:569) (MN)
Inspect guest rooms and facilities (OP:570) (MN)

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)
Develop and maintain waste reduction program (OP:573) (MN)
Develop a green cleaning program (OP:574) (MN)
Develop and maintain guest usage conservation program (OP:575) (MN)
Develop and maintain energy conservation program (OP:576) (MN)
Develop and maintain grounds maintenance program (OP:577) (MN)
Create and monitor standards for front-office operations (OP:578) (MN)
Create and maintain procedures for front-office operations (OP:579) (MN)
Create and monitor standards for housekeeping operations (OP:580) (MN)
Create and maintain procedures for housekeeping operations (OP:581) (MN)

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: 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: Utilize planning tools to guide organization's/department's activities.

Performance Indicators:

Negotiate hotel management contracts (SM:099) (ON)

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)

Establish service standards (PM:296) (MN)

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)

Identify services for the establishment to offer (PM:300) (MN)

Determine complementary services to provide guests (PM:301) (MN)

Determine programs to offer guests (PM:302) (MN)

Determine amenities to offer guests (PM:303) (MN)

Coordinate amenities/services across multiple property outlets (PM:304) (MN)

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

Performance Indicators:

Identify property differentiators (PM:305) (MN)

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)

Select room distribution management strategies (CM:025) (MN)

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)

Performance Element: Employ pricing strategies to determine optimal pricing.

Performance Indicators:

Determine room rates (PI:081) (MN)

Adjust room rates (PI:082) (MN)

Determine prices for bundled hotel services and accommodations (PI:083) (MN)

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)

Identify key accounts (SE:385) (MN)

Design/Implement a key account plan (SE:376) (MN)

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 food establishments (BL:172) (SP)

Describe liability issues in food establishments serving alcohol (BL:173) (SP)

Performance Element: Implement compliance measures in the food industry to adhere to regulatory requirements

Performance Indicators:

Describe the nature and scope of government agencies that oversee the food industry (BL:174) (SP)

Discuss local regulation of food establishments (BL:175) (SP)

Identify food-safety guidelines/requirements (BL:176) (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 company image.

Performance Indicators:

Provide table service (CR:062) (SP)

Provide beverage service (CR:063) (SP)

Strategically interact with customers/employees (CR:064) (MN)

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

Performance Indicators:

Identify customer dynamics affecting food establishments (CR:065) (SP)

Describe strategies for managing customer dynamics (CR:066) (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: Maintain cash controls to track cash flow.

Performance Indicators:

Check cashiers in/out (FI:804) (SU)

Verify banks at shift end (FI:805) (SU)

Complete bank deposits/records (FI:806) (SU)

Performance Element: Understand the fundamentals of managerial accounting to aid in business decision-making.

Performance Indicators:

Discuss the use of make-or-buy analysis in food establishments (FI:819) (SP)

Describe factors influencing make-or-buy decisions (FI:820) (SP)

Calculate food product unit costs (FI:821) (SP)

Calculate food product total cost (FI:822) (SP)

Calculate standard recipe yield measure (FI:823) (SP)

Calculate per plate costs (FI:824) (SP)

Calculate per person buffet/salad bar costs (FI:825) (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: Implement organizational skills to facilitate others' work efforts.

Performance Indicators:

Coordinate efforts of service teams to achieve customer service goals (HR:567) (MN)

Instructional Area: Marketing (MK)

Standard: Understands the tools, techniques, and systems that businesses use to create exchanges and satisfy organizational objectives

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

Performance Indicators:

Explain factors that influence customer selection of food places and menu items (MK:029) (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 the role of restaurant management systems (NF:306) (SP)

Discuss online reservation systems (NF:307) (SP)

Utilize restaurant management system applications (NF:308) (SP)

Describe system integration challenges in restaurant management (NF:309) (SP)

Performance Element: Analyze trends to guide business decision-making.

Performance Indicators:

Assess trends affecting food preparation (NF:310) (SP)

Evaluate trends affecting food presentation (NF:311) (SP)

Analyze trends in food habits/preferences (NF:312) (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: Adhere to health and safety regulations to support a safe work environment.

Performance Indicators:

Discuss the role of personal hygiene in food safety (OP:582) (PQ)

Identify personal health conditions that affect food safety (OP:583) (PQ)

Demonstrate proper hand-washing technique (OP:584) (PQ)

Use proper work attire (OP:585) (PQ)

Follow safety precautions for lifting/moving materials (OP:586) (PQ)

Comply with policies and procedures for handling bodily fluids (OP:587) (PQ)

Explain the relationship between personal safety/sanitation and allergen exposure (OP:588) (CS)

Performance Element: Implement safety procedures to minimize loss.

Performance Indicators:

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

Performance Element: Implement restaurant safety procedures to minimize loss.

Performance Indicators:

Identify restaurants' hazardous chemicals/waste (OP:589) (CS)

Label/store restaurants' hazardous chemicals/waste (OP:590) (CS)

Describe strategies for responding to biohazard incidents at restaurants (OP:591) (SP)

Identify physical hazards (OP:592) (SP)

Assess fire hazards (OP:593) (SP)

Identify fire prevention strategies (OP:594) (SP)

Identify equipment safety requirements (OP:595) (SP)

Analyze the cause of accidents (OP:596) (SP)

Identify accident prevention strategies (OP:597) (MN)

Establish fire prevention strategies (OP:598) (MN)

Performance Element: Implement food safety procedures to minimize chance for contamination.

Performance Indicators:

Describe the nature and scope of the Hazard Analysis and Critical Control Point (HAACP) food safety management system (OP:599) (CS)

Identify methods/practices used to control/eliminate food contamination (OP:600) (CS)

Monitor food temperatures (OP:601) (SP)

Monitor consumer self-service food stations (OP:602) (SP)

Mark/label foods properly (OP:603) (SP)

Store foods properly (OP:604) (SP)

Identify critical control points (OP:605) (SP)

Identify biological hazards (OP:606) (SP)

Identify potentially hazardous foods (PHF) (OP:607) (SP)

Identify time and temperature control for food safety (TCS) (OP:608) (SP)

Identify temperature danger zone (TDZ) foods (OP:609) (SP)

Adjust equipment/workstations to prevent cross-contamination (OP:610) (SP)

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

Performance Indicators:

Identify quality-control measures in food establishments (OP:620) (SP)

Utilize quality control methods in food establishments (OP:621) (SP)

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

Performance Indicators:

Identify factors affecting wait time (OP:617) (SP)

Describe strategies for managing table turns (OP:618) (SP)

Establish process to manage wait time (OP:619) (MN)

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

Performance Indicators:

Dispose of food and food by-products (OP:629) (CS)

Distinguish among cleaning, sterilizing, and sanitizing (OP:630) (CS)

Label cleaning/sanitation solutions (OP:631) (CS)

Follow sanitization procedures (OP:632) (CS)

Mix cleaning/sanitation solutions (OP:633) (SP)

Determine cleaning requirements (OP:634) (SP)

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

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

Set up and maintain commercial equipment/machines (OP:637) (SP)

Break down commercial equipment/machines (OP:638) (SP)

Take equipment offline until fixed (OP:639) (MN)

Develop cleaning schedule (OP:640) (MN)

Develop and implement pest management program (OP:641) (MN)

Discuss the nature of restaurant property management (OP:642) (SP)

Performance Element: Manage purchasing activities to obtain the best service/product at the least cost.

Performance Indicators:

Identify factors influencing food and beverage purchasing decisions (OP:643) (SP)

Identify sustainability factors affecting the purchase of food and nonfood products (OP:644) (SP)

Identify alternative sources for food products (OP:645) (SP)

Determine optimal sourcing mix (OP:646) (MN)

Performance Element: Plan the production of a product/service to facilitate business operations.

Performance Indicators:

Explain the factors impacting a food production schedule (OP:648) (MN)

Create a food production schedule/forecast (OP:649) (MN)

Evaluate the effectiveness and efficiency of a food production schedule (OP:650) (MN)

Develop an operational contingency plan for food production (OP:651) (MN)

Performance Element: Utilize inventory-control methods to minimize costs and to meet customer demand.

Performance Indicators:

Maintain inventory levels (OP:407) (CS)

Describe strategies to minimize the cost of maintaining inventory (OP:489) (SP)

Determine inventory shrinkage (OP:415) (SP)

Plan inventory flow (turnover, lead time, peak seasons, delivery dates, etc.) (OP:418) (MN)

Develop inventory management procedures (OP:647) (MN)

Performance Element: Determine needed safety policies/procedures to minimize chance of contamination.

Performance Indicators:

Establish safety-check procedures (OP:611) (MN)

Conduct self-inspect audits (OP:612) (MN)

Respond to health code violations (OP:613) (MN)

Develop corrective action plans (OP:614) (MN)

Implement corrective action plans (OP:615) (MN)

Develop food safety program (OP:616) (MN)

Performance Element: Implement expense-control strategies to reduce costs and to minimize social impact.

Performance Indicators:

- Identify common sources of food loss (OP:622) (SP)
- Describe strategies for reducing food loss (OP:623) (SP)
- Select strategies to reduce food loss (OP:624) (MN)
- Develop ingredient control standards/protocols (OP:625) (MN)
- Develop portion control standards/protocols (OP:626) (MN)
- Develop food waste reduction management program (OP:627) (MN)
- Identify waste management opportunities at restaurant (OP:659) (SP)
- Develop and maintain waste reduction program at restaurant (OP:628) (MN)

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 obtaining a foundation for employment in food establishments.

Performance Indicators:

- Differentiate among segments of the culinary and foodservice operations industry (PD:366) (SP)
- Discuss types of table service (PD:367) (SP)
- Identify types of food service in different segments of the culinary and foodservice operations industry (PD:368) (SP)
- Identify domestic cuisines (PD:369) (SP)
- Identify international cuisines (PD:370) (SP)
- Identify cuisines common to different regions (PD:371) (SP)
- Identify food requirements applicable to special populations (PD:373) (SP)

Performance Element: Acquire knowledge of food-related illnesses and diseases to obtain a foundation for employment in food establishments.

Performance Indicators:

- Explain the nature of pathogens (PD:374) (CS)
- Identify types of harmful bacteria (PD:375) (CS)
- Identify types of viruses (PD:376) (CS)
- Identify types of parasites (PD:377) (CS)
- Identify types of fungi (PD:378) (CS)
- Identify types of toxins (PD:379) (CS)
- Identify foodborne illnesses and their causes (PD:380) (CS)
- Identify conditions affecting the rate of multiplication in bacteria (PD:381) (CS)

Performance Element: Acquire foundational knowledge of allergens and intolerances to obtain a foundation for employment in food establishments.

Performance Indicators:

Identify common food allergies (PD:382) (CS)

Identify common food intolerances (PD:383) (CS)

Describe consequences of exposure to food allergens (PD:384) (CS)

Describe consequences of exposure to food intolerances (PD:385) (CS)

Discuss strategies for preventing exposure to food allergens (PD:386) (SP)

Performance Element: Acquire knowledge of food safety and sanitation practices to obtain a foundation for employment in food establishments.

Performance Indicators:

Describe strategies for preventing bacteria multiplication in food (PD:387) (CS)

Describe the effect of water characteristics on food safety and sanitation (PD:388) (CS)

Describe the effect of food pH levels on food safety and sanitation (PD:389) (CS)

Describe the effect of moisture levels of food safety and sanitation (PD:390) (CS)

Identify food-safety warning signs observable during the receiving and storing processes (PD:391) (CS)

Identify food-safety warning signs observable during the storing process (PD:392) (CS)

Identify food-safety warning signs observable during the serving process (PD:393) (CS)

Explain the purpose of temperature probes (PD:394) (CS)

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

Performance Indicators:

Explain employment opportunities in the foodservice industry (PD:395) (CS)

Performance Element: Participate in career-advancement activities to enhance professional development.

Performance Indicators:

Describe culinary certifications (PD:396) (SP)

Explain restaurant-management certifications (PD:397) (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 foodservice (PM:306) (CS)

Determine effect of changes in nutritional guidelines (PM:307) (SP)

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

Performance Indicators:

Discuss the nature of the menu as a management tool (PM:308) (SP)

Describe the relationship among menu selection, operational capabilities, and brand (PM:309) (MN)

Determine menu items for the restaurant to offer (PM:310) (MN)

Plan menu mix (PM:311) (MN)

Determine menu priorities (PM:312) (MN)

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

Performance Indicators:

Describe foodservice branding strategies (e.g., retail-item, restaurant, in-house/signature, branded concept) (PM:313) (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: Employ pricing strategies to determine optimal pricing.

Performance Indicators:

Explain considerations in meal pricing (PI:084) (SP)

Determine cost of meal service (breakeven, profit margin) (PI:085) (MN)

Determine menu price points (PI:086) (MN)

Determine optimal menu prices (PI:087) (MN)

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: Utilize menus to increase sales potential and build brand

Performance Indicators:

Describe the use of design principles in menu development (PR:425) (SP)

Identify effective menu descriptions (PR:426) (SP)

Explain the nature of effective nutritional disclosures (PR:427) (SP)

Critique menu descriptions (PR:428) (MN)

Develop menus for special occasions/events (PR:429) (MN)

Develop menus for room service/take-out (PR:430) (MN)

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 tax laws and regulations to adhere to government requirements.

Performance Indicators:

Describe the nature of tax regulations affecting tourism (BL:177) (SP)

Instructional Area: Communication Skills (CO)

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

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

Performance Indicators:

Solicit event sponsors/vendors/speakers (CO:211) (SP)

Write funding requests (CO:212) (SP)

Respond to proposals (CO:213) (MN)

Performance Element: Use communication to enhance relationships.

Performance Indicators:

Use social media to enhance customer post visit experience (CO:215) (SP)

Communicate with stakeholders on an ongoing basis (CO:216) (MN)

Represent stakeholder interests to government agencies (CO:217) (MN)

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:

Offer sightseeing advice (CR:068) (CS)

Provide interesting or enlightening information about points of interest (CR:069) (CS)

Provide service to customers with special needs (CR:070) (CS)

Respond to customer feedback (CR:071) (SP)

Adapt customer service to meet the customers' individual needs (CR:072) (SP)

Organize excursions for visitors/travelers (CR:073) (SP)

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:

Discuss the relationship between tourism assets and economic development/growth potential (EC:143) (SP)

Instructional Area: Emotional Intelligence (EI)

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

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

Performance Indicators:

Liaise with travel providers and accommodations providers (EI:142) (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: Implement accounting procedures to track money flow and to determine financial status.

Performance Indicators:

Track expenses (FI:604) (SP)

Track client billing (FI:605) (MN)

Perform payroll duties (i.e., compile hours, write payroll checks, distribute checks) (FI:606) (MN)

Performance Element: Manage financial resources to ensure solvency.

Performance Indicators:

Identify costs associated with travel/tourism packages and events (FI:826) (SP)

Discuss standard payment terms/fees in travel/tourism (FI:827) (SP)

Determine fee structures (FI:828) (MN)

Establish payment plans (FI:829) (MN)

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: Utilize techniques to staff an event/function or attraction.

Performance Indicators:

Evaluate volunteer needs (HR:568) (SU)

Staff volunteer positions (HR:569) (MN)

Performance Element: Manage staff growth and development to increase productivity and promote customer/guest satisfaction

Performance Indicators:

Orient volunteers (HR:560) (SU)

Coach volunteers (HR:561) (SU)

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 destination marketing (MK:030) (SP)

Describe factors affecting travel and tourism marketing (MK:031) (SP)

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

Performance Indicators:

Explain reasons that people travel (MK:032) (CS)

Describe reasons that people choose destinations (MK:033) (CS)

Describe factors influencing customer willingness to travel to a destination (MK:034) (SP)

Explain factors influencing convention meeting/event site appeal (MK:035) (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 travel and tourism industry (NF:314) (SP)

Discuss the use of RFID technology in travel and tourism (NF:315) (SP)

Explain travel and tourism-related apps for smartphones (NF:316) (SP)

Discuss Global Distribution Systems (GDS) (NF:317) (SP)

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

Performance Indicators:

Identify sources that provide input into tourism (NF:318) (SP)

Identify issues and trends in travel and tourism (NF:319) (SP)

Follow trends in the popularity of destinations and packages (NF:320) (SP)

Monitor travel patterns (NF:321) (SP)

Analyze industry surveys of perceptions and challenges (NF:322) (MN)

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

Performance Indicators:

Use tourism statistics to inventory destination product (NF:323) (MN)

Assess destination's capacity using tourism statistics (NF:324) (MN)

Performance Element: Manage business records to maintain needed documentation.

Performance Indicators:

Create a destination management system to store data (NF:325) (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:

Monitor group's activities to ensure compliance with safety regulations (OP:660) (CS)

Performance Element: Perform daily activities to facilitate ongoing travel and tourism operations.

Performance Indicators:

Take and confirm reservations for travel and tourism services (OP:661) (SP)

Book tickets with hospitality and tourism service providers (OP:662) (SP)

Manage pre-booking travel processes (OP:663) (SP)

Manage post-booking travel processes (OP:664) (SP)

Manage currency exchange (OP:665) (SP)

Organize tours (OP:666) (SP)

Arrange transportation (OP:667) (SP)

Arrange accommodations for travelers (OP:668) (SP)

Arrange catering (OP:669) (SP)

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

Performance Indicators:

Explain the principles of sustainable tourism development (OP:670) (SP)

Assess the environmental impact of tourism (OP:671) (SP)

Develop strategies to maintain attractiveness/appeal of tourism sites (OP:672) (MN)

Use sustainable practices to preserve a community's heritage (OP:673) (MN)

Promote sustainable practices to preserve natural/historical tourist assets (OP:674) (MN)

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:

Explain the nature of the travel and tourism industry (PD:401) (CS)

Distinguish between front office and back office operations in the travel business (PD:402) (SP)

Describe types of tours (PD:403) (SP)

Explain areas of specialization within the tour guide industry (e.g., historical, corporate, nature/eco, adventure, etc.) (PD:404) (SP)

Describe major destination types (e.g., cultural, natural, recreational) (PD:405) (SP)

Identify key travel destinations (PD:406) (SP)

Identify characteristics influencing classification of destinations (PD:407) (SP)

Identify attraction options/types by their destination classification (PD:408) (SP)

Distinguish between traditional and sustainable tourism (PD:409) (SP)

Distinguish among types of travel agencies based on services offered and their size (PD:410) (SP)

Explain types of travel companies (e.g., tour organizers, tour operators, retail/travel agents, brokers, consolidators, suppliers, etc.) (PD:411) (SP)

Discuss the roles and types of organizations involved in tourism marketing/promotion (PD:412) (SP)

Explain the purpose and scope of the conventions and meetings industry (PD:413) (SP)

Discuss the role of destination management organizations (DMOs) (PD:414) (SP)

Describe the purpose/use of contracted services in travel and tourism (PD:415) (SP)

Performance Indicators (cont'd):

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

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

Identify transportation/travel modes used in travel and tourism (PD:416) (SP)

Discuss the effect of tourism on the community (e.g., transportation systems, safety, security) (PD:417) (SP)

Describe strategies to manage the effect of tourism on the community (PD:418) (MN)

Determine inventory of a destination's tourism supply (PD:419) (MN)

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

Describe employment opportunities in travel and tourism (PD:420) (CS)

Performance Element: Acquire knowledge of corporate governance to be aware of the restraints imposed upon finance functions.**Performance Indicators:**

Discuss the importance of corporate governance in business (PD:213) (CS)

Ascertain employee's role in achieving governance objectives (PD:301) (CS)

Identify the factors that impact governance structures (PD:302) (SP)

Describe the components of a well-governed company (e.g., board of directors, reporting, transparency, internal and external audit functions) (PD:214) (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: Utilize planning tools to guide organization's/department's activities.**Performance Indicators:**

Develop destination's vision (SM:101) (MN)

Determine long-term goals for tourism development (SM:102) (MN)

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: Generate product ideas to contribute to ongoing business success.**Performance Indicators:**

Identify product opportunities (PM:134) (SP)

Determine initial feasibility of product idea (PM:129) (MN)

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

Performance Indicators:

Develop travel and tourism packages to offered targeted audiences (PM:320) (MN)

Performance Element: Position company to acquire desired business image.

Performance Indicators:

Maintain destination brand (PM:321) (SP)

Create social-media brand identity (PM:290) (SP)

Implement brand-development process (PM:291) (MN)

Create brand (PM:292) (MN)

Develop strategies to position corporate brands (PM:208) (MN)

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 affinity partner relationships (CM:021) (SP)

Identify affinity relationship opportunities (CM:026) (SP)

Negotiate affinity relationships (CM:027) (MN)

Manage travel suppliers (CM:028) (MN)

Instructional Area: Marketing-Information Management (IM)

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

Performance Element: Monitor customers and potential customers to stay abreast of trends and changes that could impact business decision-making.

Performance Indicators:

Monitor traveler behavior (IM:486) (SP)

Monitor attitude changes among local population (IM:487) (SP)

Track public perceptions of organization (IM:488) (SP)

Performance Element: Develop data-collection instruments to facilitate data-collection process.

Performance Indicators:

Determine questions to ask to elicit needed data for marketing research problem/issue (IM:447) (MN)

Create simple questionnaires (e.g., types of questions, question wording, routing, sequencing, length, layout) (IM:332) (MN)

Design a visitor experience survey (IM:489) (MN)

Performance Element: Collect marketing-research data to answer research questions or to resolve issues.

Performance Indicators:

Administer visitor experience survey (IM:490) (SP)

Conduct surveys of visitor/traveler perceptions (IM:491) (SP)

Conduct visitor/traveler satisfaction surveys (IM:492) (SP)

Conduct focus groups (IM:320) (MN)

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

Performance Indicators:

Measure impact of attitude changes on the community (IM:493) (MN)

Audit results of a visitor experience survey (IM:494) (MN)

Determine changes in market positioning (IM:495) (MN)

Performance Element: Manage marketing information to guide and assess promotional activities.

Performance Indicators:

Pre-test promotional campaign (e.g., advertising, direct marketing, etc.) (IM:392) (SP)

Performance Element: Apply marketing information to facilitate sales-management decisions.

Performance Indicators:

Conduct a test sales campaign (IM:496) (MN)

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 types of travel market segments (e.g., luxury, business travel, mass market, cruise market, rail market, specialty/activity/sports markets, ski market, niche market, etc.) (MP:046) (SP)

Explain segments of the tour market (e.g., mode of transport, distance to destination, length of vacation, travel season, etc.) (MP:047) (SP)

Identify market segments (MP:004) (MN)

Develop customer profile (MP:031) (MN)

Select target market (MP:005) (MN)

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

Performance Indicators:

Explain the nature of marketing plans (MP:007) (SP)

Explain the role of situation analysis in the marketing planning process (MP:008) (SP)

Conduct market analysis (market size, area, potential, etc.) (MP:009) (MN)

Conduct SWOT analysis for use in the marketing planning process (MP:010) (MN)

Identify potential threats and improvement's to a destination's assets (MP:048) (MN)

Conduct competitive analysis (MP:012) (MN)

Explain the nature of sales forecasts (MP:013) (SP)

Forecast sales for marketing plan (MP:014) (MN)

Set marketing goals and objectives (MP:015) (MN)

Select marketing metrics (MP:016) (MN)

Set marketing budget (MP:017) (MN)

Develop marketing plan (MP:018) (MN)

Performance Element: Assess results of marketing planning to determine effectiveness of plan.

Performance Indicators:

Evaluate marketing strategies (MP:049) (MN)

Determine cause of variance between actual results and marketing plan (MP:050) (MN)

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:

Describe considerations in travel pricing (PI:090) (SP)

Discuss factors impacting the price of tours (e.g., season, exchange rates, competitive pricing, promotions, market segments, etc.) (PI:091) (SP)

Performance Element: Employ pricing strategies to determine optimal pricing.

Performance Indicators:

Negotiate venue charges (PI:075) (MN)

Negotiate hotel/lodging rates and amenities (PI:076) (MN)

Negotiate tour packages and participant activity charges (PI:077) (MN)

Price complementary options (e.g., insurance, optional excursions, single occupancy, etc.) (PI:092) (MN)

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 purpose of tourism promotion (PR:431) (SP)

Performance Element: Understand promotional channels used to communicate with targeted audiences.

Performance Indicators:

Identify communication channels used in travel and tourism promotion (PR:432) (SP)

Explain information points of contact within an overall tourism information system (PR:433) (SP)

Performance Element: Understand the use of public-relations activities to communicate with targeted audiences.

Performance Indicators:

Identify types of public-relations activities (PR:252) (SP)

Discuss internal and external audiences for public-relations activities (PR:253) (SP)

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

Performance Indicators:

Describe promotional displays used in travel and tourism (PR:436) (SP)

Create promotional banners/signs (PR:410) (SP)

Select promotional booth configurations/specifications (PR:411) (SP)

Determine promotional gadgets/participation draws (PR:412) (SP)

Set-up promotional space (PR:413) (SP)

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

Performance Indicators:

Track promotional activities (PR:459) (MN)

Select and register website domain name (PR:460) (MN)

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

Performance Indicators:

- Discuss types of direct mail tactics (PR:301) (SP)
- Explain the nature of email marketing tactics (PR:165) (SP)
- Explain the role of business websites in digital marketing (PR:364) (SP)
- Explain the use of social media for digital marketing (PR:365) (SP)
- Describe the use of blogging for marketing communications (PR:281) (SP)
- Explain the use of video/images for digital marketing (PR:366) (SP)
- Describe mobile marketing tactics (PR:276) (SP)
- Explain mobile marketing applications (PR:367) (SP)
- Discuss the use of search-engine optimization tactics for digital marketing (PR:299) (SP)

Performance Element: Develop content for use in marketing communications to create interest in product/business/idea.

Performance Indicators:

- Identify effective promotional headlines (PR:400) (SP)
- Explain the use of storytelling in promoting tourism (PR:437) (SP)
- Discuss effective print promotional content (PR:414) (SP)
- Describe effective electronic promotional content (PR:415) (SP)
- Write promotional content for use on the website (PR:416) (SP)
- Write promotional content for use in social media (PR:417) (SP)
- Repurpose promotional content for use in multiple platforms (PR:418) (SP)
- Develop promotional messages for targeted audience (PR:419) (MN)
- Develop promotional messages for affinity partners (PR:438) (MN)

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

Performance Indicators:

- Participate in community outreach activities (PR:341) (SP)
- Support government initiatives for hospitality and tourism (PR:434) (SP)
- Host appreciation functions for travel and tourism professionals (PR:435) (MN)

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

Performance Indicators:

- Explain website-development process (PR:328) (SP)
- Identify strategies for attracting targeted audience to website (PR:333) (SP)
- Identify technologies to improve website ranking/positioning on search engines/directories (PR:278) (MN)
- Explain website linking strategies (PR:327) (MN)
- Identify website design/components (PR:336) (MN)

Performance Element: Develop promotional materials to gain attention, interest, and action of clients.

Performance Indicators:

Develop promotional brochures for travel and tourism (PR:439) (SP)

Performance Element: Manage media planning and placement to enhance return on marketing investment.

Performance Indicators:

Calculate media costs (PR:009) (SP)

Select advertising media (PR:010) (MN)

Buy ad space/time (PR:104) (SP)

Develop a media plan (includes budget, media allocation, and timing of ads) (PR:285) (MN)

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

Performance Indicators:

Cultivate media relationships (PR:185) (SP)

Develop community partnerships (PR:440) (SP)

Conduct familiarization (FAM) tours (PR:441) (SP)

Plan familiarization (FAM) tours (PR:442) (MN)

Obtain publicity (PR:055) (MN)

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

Performance Indicators:

Explain considerations in designing sales-promotion materials for use in travel and tourism (PR:443) (SP)

Identify considerations used to evaluate trade show/exposition participation (PR:444) (SP)

Participate in the design of collateral materials to promote special events/tours (PR:445) (SP)

Set up cross-promotions of events/tours (PR:446) (SP)

Participate in trade shows/expositions to showcase tourism assets/services (PR:447) (SP)

Organize and promote contest (PR:448) (MN)

Recruit members to a destination management organization (PR:449) (MN)

Develop strategy for creating a special event to promote a tour/travel package (PR:450) (MN)

Performance Element: Develop marketing/creative briefs to apprise staff and client of promotional strategy.

Performance Indicators:

Discuss the use of marketing/creative briefs (PR:297) (SP)

Prepare marketing/creative briefs (PR:345) (MN)

Performance Element: Plan marketing communications to maximize effectiveness and to minimize costs.

Performance Indicators:

Explain the nature of marketing communications calendars (PR:451) (SP)
Develop marketing communications calendars (PR:452) (SP)
Develop and maintain a visitor information program (PR:453) (MN)
Select social-media channels (PR:454) (MN)
Explain the use of destination web portals (PR:455) (MN)
Develop a tourist information strategy (PR:456) (MN)
Develop a social-media campaign (PR:457) (MN)

Performance Element: Implement and monitor promotional activities to maximize return on promotional efforts.

Performance Indicators:

Monitor user-generated content (UGC) (PR:393) (SP)
Manage comments on digital channels (PR:458) (SP)
Manage day-to-day content on social platforms (PR:396) (MN)

Performance Element: Utilize public-relations strategies to create positive image of organization/company.

Performance Indicators:

Plan a public-relations strategy (PR:405) (MN)

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:

Identify travel and tour plan options (SE:505) (SP)
Visit local attractions (SE:506) (SP)
Participate in familiarization (FAM) tours (SE:507) (MN)

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

Performance Indicators:

Identify local attractions/events (SE:501) (CS)
Discuss key travel destinations in major geographical regions (SE:502) (CS)
Explain the nature of a region's geophysical/landscape/aesthetic features (SE:503) (CS)
Describe a region's sociocultural environment (SE:504) (CS)

Performance Element: Perform pre-sales activities to facilitate sales presentation.

Performance Indicators:

Prospect for customers (SE:001) (SP)

Conduct pre-trip research (SE:508) (SP)

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

Performance Indicators:

Discuss motivations of travelers (SE:509) (SP)

Build rapport and credibility with prospect (SE:483) (SP)

Determine client's tourism motives for use in offering recommendations (SE:510) (SP)

Research tourism options fitting client motives (SE:511) (SP)

Propose tourism experiences (SE:512) (SP)

Recommend individual/group travel arrangements (SE:513) (SP)

Recommend individual/group attractions/events/entertainment (SE:514) (SP)

Sell packaged travel and tourism products (SE:515) (SP)

Propose individual/group itineraries (SE:516) (SP)

Performance Element: Conduct sales-support activities to meet prospect's needs/requirements.

Performance Indicators:

Develop and submit sales proposal (SE:517) (SP)

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

Performance Indicators:

Plan sales strategy (SE:518) (SP)

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

Identify key accounts (SE:385) (MN)

Design/Implement a key account plan (SE:376) (MN)