

**Hospitality Management Standards and Skills**

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**Health & Safety Standards**

## Standard 1: Safety and Health in a Hospitality Management Environment

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| Students will apply health and safety practices in a hospitality management environment using OSHA guidelines, safely operating equipment, and implementing safety protocols for emergency response, sanitation, and ergonomics to prevent accidents and reduce health risks. | OSHA 10 – General Industry  Heartsaver® First Aid CPR AED Certification |

**Skills:**

1. Identify, describe, and demonstrate the effective use of Safety Data Sheets (SDS) to meet documentation requirements, particularly in foodservice and hospitality operations.
2. Locate emergency equipment, e.g. first aid kit, fire extinguisher, and Automated External Defibrillators (AEDs), and review the emergency action and response plan, including labels and signage, following OSHA’s Hazard Communication Standard (HAZCOM).
3. Identify and compile contact information for relevant health and safety agencies and resources to incorporate into the emergency response plan.
4. Demonstrate safe dress and use of relevant safety gear, personal protective equipment (PPE), e.g., safety equipment, heat resistant gloves, proper footwear, hearing and eye protection specifically suited to hotel kitchens, restaurants, and hospitality venues.
5. Demonstrate safe body mechanics, including proper lifting techniques and ergonomics to prevent injury, e.g., adjustable workstations.
6. Describe the types of cleaners, sanitizers, and disinfectants commonly used in the hospitality industry, including hotels, restaurants, and catering operations, and evaluate their effectiveness in maintaining food safety and hygiene standards.
7. Develop and maintain a comprehensive cleaning and sanitizing schedule for hotel kitchens, restaurant equipment, guest rooms, and public areas, integrating industry best practices and compliance standards, and ensuring a sanitary, organized, and clutter-free environment.
8. Analyze the potential hazards of chemicals used in the hospitality industry, such as cleaning agents, sanitizers, pest control products, and cooking chemicals, focusing on toxicity, reactivity, and environmental safety, while using test kits to ensure safe concentration levels for food safety and cleanliness.
9. Handle, store, dispose of, and recycle hazardous, flammable, and combustible materials, according to EPA, OSHA, and product specifications.
10. Demonstrate the safe use, storage, and maintenance of equipment in the lab and classroom, e.g., the OSHA Lockout/Tagout Program (LOTO).
11. Describe safety practices and procedures to be followed when working with and around electricity, e.g., ground fault circuit interrupter (GFCI) and frayed wiring.
12. Understand and apply fire safety protocols, including the identification of fire hazards, appropriate evacuation procedures, and the correct use of fire extinguishers.
13. Demonstrate CPR and First Aid techniques, including chest compressions, rescue breathing, choking response, and AED use, in alignment with certified emergency response training.
14. Identify and describe potential consequences for non-compliance with appropriate health and safety regulations.

**Technical & Integrated Academic Standards**

## Standard 2: Role of Hospitality Management Professionals in Society

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| Students will assess the evolving role of hospitality management professionals in society, apply knowledge of regulatory frameworks and agencies governing the field, and recommend strategies to adapt to emerging trends, regulations, and technologies reshaping hospitality management practices, including hotels, restaurants, and event venues. | Hospitality and Tourism Specialists Certification (HTS)  Hospitality and Tourism Management Certification Level 1 (HTMP -1)  Hospitality and Tourism Management Level 2 (HTMP – 2) |

**Skills:**

1. Evaluate the evolution of hospitality management by analyzing the shift from traditional service models to technology-driven approaches, considering how factors like sustainability, digital platforms, consumer behavior, and workforce development influence operational strategies and guest satisfaction.
2. Evaluate key tourism attractions in Massachusetts and analyze the factors influencing tourism, such as geography, climate, and key agencies, to develop hospitality management strategies that attract both domestic and international visitors.
3. Assess the impact of regulatory bodies, such as local health departments, safety agencies, labor organizations, and hospitality regulators like AHLA, in enforcing standards for food safety, guest services, and workplace regulations, and evaluate the role of hospitality managers in ensuring compliance.
4. Evaluate the role of hospitality managers in implementing sustainable practices, including energy efficiency, waste reduction, sustainable sourcing, and eco-friendly operations, and assess how these practices enhance operational efficiency, improve guest satisfaction, align with environmental and regulatory standards, and drive business profitability.

## Standard 3: Fundamentals of the Hospitality and Tourism Industry

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| Students will apply knowledge of trends in the hospitality and tourism industry, including economic impact, demographic influences, and the role of professional organizations, to assess how these factors shape operational strategies and hospitality management practices in global and regional markets. | HTS or  HTMP-1  HTMP-2 |

**Skills:**

1. Analyze the growth and future projections of the hospitality and tourism industry, focusing on factors, such as changing demographics, economic shifts, and emerging trends, and assess their impact on hospitality operations.
2. Evaluate the role of lodging within the hospitality industry, identifying different types of lodging and their contributions to guest satisfaction and the broader tourism sector.
3. Assess how the hospitality and tourism industry impacts the economy by examining trends in employment, income from tourism, and regional economic growth.
4. Classify and profile destination markets using demographic, geographic, and interest-based factors to understand how hospitality businesses target these markets.
5. Interpret how changing demographics, such as age, income, and cultural background, influence hospitality operations and guest preferences.
6. Compare and contrast various types of travel, such as leisure, business, and eco-tourism, and evaluate how hospitality managers adapt their services to meet the needs of each sector.
7. Identify and map key geographical regions related to tourism, understanding how location influences tourism flows and hospitality service demands.
8. Analyze the role of food and beverage operations in hospitality, understanding their contribution to guest satisfaction, branding, and revenue generation.
9. Evaluate the role of recreation within the hospitality industry, discussing its economic and experiential value in attracting guests and enhancing their stay.
10. Assess risk management practices in hospitality operations, understanding how businesses manage crises and maintain guest safety and business continuity.
11. Understand the role of professional organizations like AHLEI in supporting hospitality professionals, promoting industry standards, and offering networking and educational opportunities.
12. Compare and contrast industry publications and resources to stay informed about trends, new technologies, and best practices, and use this knowledge to improve hospitality operations.

## Standard 4: Customer Service Strategies in Hospitality and Tourism

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| Students will be able to deliver exceptional customer service in hospitality and tourism by mastering personalized guest experiences, effective communication, complaint resolution, teamwork, and cultural sensitivity, while leveraging technology and sustainable practices to enhance service quality and efficiency. | HTS or  HTMP-1  HTMP-2 |

**Skills:**

1. Evaluate the importance of the total customer experience in hospitality and tourism by analyzing how each stage of the guest journey (pre-arrival, during stay, post-departure) influences overall satisfaction and loyalty.
2. Assess the impact of tangible and intangible service elements on guest loyalty and business success, analyzing how they contribute to a positive guest experience.
3. Compare and contrast the roles and functions of front-of-house (FOH) and back-of-house (BOH) operations in service delivery and discuss how seamless collaboration between these areas affects the guest experience and operational efficiency.
4. Demonstrate comprehensive knowledge of hospitality job functions and their relationship to customer/guest service, evaluating how this knowledge influences service quality and operational efficiency.
5. Demonstrate and assess key customer-focused behaviors during guest interactions. e.g., empathy, active listening, communication, problem-solving, and body language, evaluating how these traits and techniques contribute to service excellence and guest satisfaction.
6. Create strategies to anticipate guest needs (including accommodations for disabled guests) using customer data, predictive analysis, and guest feedback to enhance service personalization and satisfaction.
7. Analyze the role of emerging technologies, e.g., CRM systems, mobile apps, chatbots, in enhancing customer service, evaluating how these tools improve guest satisfaction, operational efficiency, and brand loyalty.
8. Evaluate the importance of cultural sensitivity in delivering quality customer service, creating strategies to improve cross-cultural communication and meet the needs of a diverse guest population.
9. Analyze customer complaints and propose service recovery strategies, incorporating empathy and follow-up actions to convert dissatisfied customers into loyal guests.
10. Analyze guest feedback and data to identify trends and insights, creating strategies for continuous improvement in customer service and satisfaction.
11. Analyze the role of sustainability in hospitality and tourism, designing eco-friendly service practices that enhance guest satisfaction while promoting environmental responsibility.
12. Evaluate ethical considerations in customer service interactions, creating guidelines for maintaining professionalism, integrity, and confidentiality in all guest-facing roles.
13. Evaluate legal and regulatory requirements in customer service, ensuring that service delivery complies with industry standards and guest rights, including accessibility accommodations.

## Standard 5: Managing Food and Beverage Operations

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| Students will demonstrate the ability to effectively manage food and beverage operations, applying food safety principles, financial management strategies, and operational best practices to ensure food quality, profitability, sustainability, and compliance with industry standards. | ServSafe Food Handler Certification  HTS or  HTMP-1  HTMP-2 |

**Skills:**

1. Demonstrate knowledge of food safety principles, including proper food storage, handling, and sanitation techniques.
2. Analyze the Hazard Analysis Critical Control Point (HACCP) system and explore modern preventive control systems, such as Preventive Control Plans (PCPs), to minimize foodborne illness risks.
3. Assess symptoms and prevention methods for foodborne illnesses, like Salmonella, E. coli, and Listeria, considering food traceability systems, e.g., blockchain and industry trends.
4. Compare compliance requirements for sanitation and health inspections and propose strategies to align with regulatory guidelines while implementing cleaning and sanitizing procedures.
5. Demonstrate personal hygiene standards and food safety behaviors that reflect professional practices in the culinary environment.
6. Evaluate and implement procedures to prevent contamination and foodborne illnesses, including managing cross-contamination risks, using proper temperature control methods, e.g., cooking, holding, and storage temperatures, and ensuring food safety in self-service areas and customer service.
7. Demonstrate the ability to apply food safety principles to meet ServSafe Food Handler Certification requirements.
8. Apply food costing principles, including calculating food cost percentage, menu pricing, and portion control.
9. Develop and manage a food and beverage budget, incorporating labor costs, supply costs, and analyzing projected revenues and expenses for financial sustainability.
10. Design menus that balance guest preferences, operational efficiency, and cost-effectiveness.
11. Adjust menus based on seasonal changes, food availability, and profitability analysis.
12. Organize kitchen operations to ensure efficient workflow, including task allocation and resource management.
13. Maintain clean and organized kitchen work areas in accordance with food safety and sanitation regulations.
14. Develop and implement purchasing systems for acquiring food, beverages, and supplies.
15. Forecast sales and expenses, using key financial performance indicators (KPIs) to track business success.
16. Monitor inventory levels and track supplier orders using inventory management software and technology tools to prevent stockouts, overstocking, and optimize supply chain efficiency.
17. Demonstrate leadership skills by managing food and beverage teams in a positive and productive work environment.
18. Develop staff schedules that align with service demands and operational needs.
19. Manage a beverage program, including selecting, purchasing, and storing alcoholic and non-alcoholic beverages.
20. Reduce food waste by implementing portion control, repurposing ingredients, and donating surplus.
21. Implement sustainable practices in food sourcing, waste management, and energy consumption.

## Standard 6: Dining Room and Room Service Operations

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| Students will be able to demonstrate the fundamental skills required for efficient dining room service and room service operations, including service styles, guest interaction, operational procedures, and event coordination, while ensuring high levels of customer satisfaction, safety, and quality. | HTS or  HTMP-1  HTMP-2 |

**Skills:**

1. Demonstrate the duties of a dining room attendant/server, including greeting guests, taking orders, delivering food and beverages, and ensuring overall guest satisfaction according to industry standards.
2. Assemble and maintain workstations for various service types, e.g., dining room, carryout, quick service, room service, ensuring that tools, equipment, and supplies are properly stocked, organized, and ready for service.
3. Demonstrate different types of service styles and table settings, including French, Russian, American, buffet, and special function set-ups, and their role in enhancing the dining experience.
4. Apply suggestive selling techniques using menu knowledge, recommending food and beverage items that enhance guest experience and maximize revenue.
5. Operate digital ordering systems (POS, tablets) to accurately capture orders and communicate with kitchen and service staff.
6. Utilize mobile apps for room service, ensuring accurate order fulfillment, timely delivery, and smooth guest interaction.
7. Utilize proper procedures for processing guest checks and handling payments, ensuring accuracy and efficient transaction management using POS systems.
8. Perform the duties of a cashier, including cash handling, credit card transactions, and ensuring secure and accurate financial practices.
9. Perform host/hostess duties, including greeting and seating guests, managing reservations, and ensuring efficient guest flow in the dining area.
10. Perform supervisory duties in the dining room, overseeing staff, maintaining service standards, and managing the operational flow.
11. Organize, arrange, and maintain buffet service, ensuring proper presentation and food temperature for both hot and cold offerings.
12. Demonstrate tray service, coffee cart service, special function set-up, and room service, ensuring hygiene standards and efficient service.
13. Ensure cleanliness and sanitation in dining and service areas, including maintaining clean tables, service tools, and trays, while following proper hygiene practices to meet food safety standards and enhance the guest experience.
14. Perform quick service duties, providing fast, efficient service in a high-paced environment while ensuring guest satisfaction.
15. Describe and execute banquet/catering and special event operations, including understanding the role of personnel, managing event logistics via the banquet event order (BEO), and ensuring successful event execution.
16. Classify institutional food service operations, understanding their unique needs, including institutional dining in schools, hospitals, and corporate settings.
17. Apply menu knowledge and portion control techniques in the context of service delivery, ensuring accurate portions, effective upselling, and maximizing guest satisfaction, while maintaining cost control and profitability.
18. Research and describe various cuisines and their relationship to the hospitality and tourism industry, understanding cultural influences on guest preferences and menu offerings.

## Standard 7: Hotel Operations

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| Students will be able to evaluate, analyze, and apply fundamental concepts of lodging operations, organizational structures, guest experiences, and industry trends to modern hospitality management practices. | HTS or  HTMP-1  HTMP-2 |

**Skills:**

1. Compare the classifications of lodging businesses, e.g., full-service hotels, limited-service hotels, vacation rentals, specialty accommodations, based on key factors such as guest expectations, service offerings, and operational requirements.
2. Compare and contrast the operational models of franchised hotels, independently operated hotels, and management companies, evaluating the advantages and challenges of each in terms of branding, control, and profitability.
3. Evaluate how full-service properties (with amenities such as restaurants, gyms, and meeting spaces) and limited-service properties (focused on efficiency and cost-effectiveness) meet the demands of different types of travelers, focusing on personalized guest experiences for high-end guests versus simplicity and convenience for modern travelers.
4. Evaluate the attributes of specialty accommodations, e.g., boutique hotels, glamping, treehouses, and analyze their appeal to niche markets, particularly how they leverage experiential and adventure-based tourism trends.
5. Analyze the operational characteristics of institutional housing, e.g., hostels, dormitories, and differentiate how these properties cater to specific demographics such as students, backpackers, or long-term residents.
6. Diagram and examine the organizational structure of lodging properties, considering the type and size of the property, e.g., boutique hotel, or large resort, and the distinction between executive management, guest-facing departments, and administrative support functions.
7. Evaluate the interdependence of key departments, e.g., front desk, housekeeping, food and beverage, and analyze how their collaboration enhances the overall guest experience and operational efficiency.
8. Create a comprehensive job description for front desk personnel, including responsibilities related to guest services, reservations, and check-in/check-out procedures, and assess how technology enhances this role.
9. Develop a job description for housekeeping personnel, highlighting their responsibilities in maintaining cleanliness, guest satisfaction, and the integration of technology in daily operations, e.g., smart room management.
10. Create a job description for reservations personnel, defining their responsibilities in handling booking inquiries and managing systems, and analyze the impact of digital tools, e.g., mobile apps, online booking engines, on this role.
11. Develop a job description for guest services personnel, outlining their role in guest satisfaction, concierge services, and personalizing experiences using modern technologies, e.g., mobile concierge, AI-driven service recommendations.
12. Create a job description for sales personnel, focusing on their responsibilities in revenue generation, relationship-building, and utilizing customer data to enhance sales strategies.
13. Design a job description for engineering and maintenance personnel, detailing their responsibilities in property upkeep and the integration of smart systems for preventive maintenance and energy efficiency.
14. Create a job description for security personnel, outlining their role in ensuring guest safety, operational security, and the use of technology, e.g., surveillance systems, access control, to enhance security protocols.
15. Describe the role of the event planner in hotel operations, including coordinating and executing event plans, e.g., conferences, weddings, banquets, managing logistics, developing themes, overseeing budgets, and ensuring the successful delivery of services across departments.
16. Describe the role and responsibilities of third-party event coordinators, e.g., middleman planners, in managing and executing events, including their involvement in designing event strategies, negotiating contracts, and coordinating logistics.
17. Analyze how third-party coordinators collaborate with hotel management and internal departments, e.g., sales, food and beverage, front desk, to align event goals with the hotel's capabilities, ensure seamless execution, and deliver a high-quality guest experience.
18. Identify and evaluate career paths in the lodging sector, from entry-level positions, e.g., front desk clerk, housekeeping, to professional roles, e.g., management, finance, marketing, and assess the skills required for progression in the evolving hospitality industry.

## Standard 8: Hospitality Leadership and Management

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| Students will be able to apply key leadership and management skills to effectively oversee operations, lead teams, and optimize organizational performance in a hospitality setting. | HTS or  HTMP-1  HTMP-2 |

**Skills:**

1. Differentiate between management and leadership by understanding the strategic focus of management in day-to-day operations and the leadership focus on influencing and motivating teams to achieve organizational goals.
2. Understand the role of a manager in enforcing organizational policies and procedures, ensuring safety and emergency protocols are followed, managing consequences, and overseeing social media and compliance guidelines.
3. Demonstrate the four core management functions—planning, organizing, directing, and controlling operations—by effectively managing resources, quality control, and employee experience to achieve organizational goals.
4. Define the key characteristics of an effective leader, such as integrity, professionalism, motivation, and support, and demonstrate how these traits foster a positive and productive work environment.
5. Understand and describe organizational culture, including the role of beliefs, values, and attitudes in shaping a company's identity, and the importance of aligning these with the company’s mission and vision statements before hiring candidates.
6. Identify types and functions of organizational charts, including defining roles, relationships, and hierarchies, to ensure clarity and effective communication within the team structure.
7. Apply employee performance evaluation methods, including setting clear expectations, engaging in continuous feedback, mentoring, and using rewards and recognition programs to motivate and guide employee performance.
8. Implement team-building techniques, such as setting SMART goals, using icebreakers, creating communication boards, and conducting employee recognition activities, to enhance team cohesion and engagement.
9. Utilize technology and leadership strategies for effective time and task management, incorporating tools like planners, calendars, reminders, task delegation, and electronic communication to optimize productivity and manage workload effectively.
10. Create and execute staffing and scheduling plans, including adjusting for unforeseen circumstances such as employee callouts, pandemics, and special events, to ensure optimal coverage and operational efficiency.

## Standard 9: Managing Business Operations

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| Students will be able to effectively manage hospitality operations, including human resources, resource allocation, procurement, legal compliance, and ethical standards, while optimizing efficiency and guest satisfaction. | HTS or  HTMP-1  HTMP-2 |

**Skills:**

1. Develop short-term and long-term business strategies for hospitality operations (hotels, restaurants, resorts), setting clear and measurable goals that align with organizational vision and objectives.
2. Coordinate daily hotel operations (such as guest services, housekeeping, and security) with overall business objectives to ensure smooth execution and maximize profitability.
3. Identify and explain the core functions of HR, such as recruiting, interviewing, hiring/firing, orientation/training, performance management, retention, pay and benefits, disciplinary actions, and promotions.
4. Apply appropriate HR procedures for each function, ensuring legal compliance and operational efficiency aligned with organizational needs.
5. Develop orientation materials that clearly communicate the company’s policies, culture, and expectations to new hires.
6. Design and deliver training programs that support employees in acquiring the skills needed to perform their roles effectively.
7. Set clear performance expectations and goals for employees, aligning with organizational objectives.
8. Conduct regular performance reviews, providing constructive feedback and identifying areas for development.
9. Implement retention strategies, such as team-building activities, recognition programs, and incentive schemes, to foster employee loyalty and reduce turnover.
10. Establish clear and fair policies regarding employee behavior, performance expectations, and consequences for non-compliance.
11. Effectively allocate resources (staffing, budgets, equipment) to meet the operational needs of the business while maximizing efficiency.
12. Monitor and adjust resource allocation strategies to accommodate fluctuating guest demands and operational challenges.
13. Oversee the procurement process in hospitality operations, including ordering supplies, managing vendor relationships, and ensuring that all products meet quality standards.
14. Implement efficient inventory management systems to track and replenish supplies, ensuring minimal waste and maximum cost control.
15. Negotiate contracts with suppliers to secure favorable terms and ensure the timely delivery of goods and services.
16. Optimize departmental performance by applying time management techniques and process improvements, ensuring the delivery of high-quality services within budget constraints.
17. Implement quality control processes to maintain consistency in service and ensure guest expectations are met across all departments.
18. Manage insurance, licensing, and contractual obligations within hospitality operations to ensure legal compliance, mitigate financial risks, and maintain operational continuity.
19. Examine issues related to ethics in the workplace, such as privacy, harassment, and workplace behavior, by developing and enforcing codes of conduct and disciplinary actions.

## Standard 10: Financial Operations

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| Students will be able to apply financial principles and strategies, including budgeting, revenue management, cost control, and labor management, to optimize profitability and operational efficiency in hospitality operations. | HTS or  HTMP-1  HTMP-2 |

**Skills**

1. Examine the role of budgeting in resource allocation, cost control, financial planning, and decision-making within the hospitality industry.
2. Differentiate between revenues and expenses and assess their impact on financial performance, including break-even points, profit, and loss.
3. Assess the significance of achieving break-even and use break-even analysis to guide financial decision-making.
4. Evaluate the effect of effective revenue management on profitability and apply key revenue management concepts to optimize financial performance.
5. Manage cash flow to ensure liquidity, proper timing of revenues and expenses, and the financial stability of hospitality operations.
6. Apply strategies to monitor and project cash flow, using financial tools and data to make informed decisions that support long-term sustainability.
7. Analyze financial statements, including income statements, balance sheets, and cash flow statements, to assess the financial health of hospitality operations.
8. Utilize financial analysis tools and ratios, e.g., profitability, liquidity, and leverage ratios, to guide strategic decision-making and improve operational performance.
9. Analyze how operating ratios like ADR, RevPAR, and RevPASH provide insights into operational efficiency and revenue optimization.
10. Evaluate the application of yield management techniques and profitability ratios, e.g., profit margin, ROI, to maximize revenue and assess financial health.
11. Compare the financial implications of independent versus franchise models, focusing on economies of scale and franchise fees.
12. Analyze the impact of economic trends and external factors, e.g., inflation, unemployment, pandemics, on hospitality, financial operations, and profitability.
13. Examine financial and operational best practices related to purchasing, receiving, and inventory control to optimize cost control, reduce waste, improve efficiency, and enhance profitability.
14. Apply labor management principles to optimize staffing for profitability while balancing costs, service quality, and guest satisfaction.
15. Apply Generally Accepted Accounting Principles (GAAP) in financial reporting and assess the impact of non-compliance on financial decision-making and investor trust.
16. Develop and implement contingency plans to ensure business continuity and profitability during economic downturns, natural disasters, or unforeseen events like pandemics.

## Standard 11: Sales and Marketing

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| Students will develop and implement sales and marketing strategies in the hospitality industry, applying knowledge of customer segmentation, pricing, promotions, and digital tools to enhance engagement, optimize bookings, and maximize profitability. | HTS or  HTMP-1  HTMP-2 |

**Skills:**

1. Identify and explain key marketing concepts, including branding, target audience, and the marketing mix (product, price, place, promotion).
2. Analyze customer data to develop and implement personalized marketing strategies that effectively target customer personas, using current trends, seasonal patterns, and segmentation techniques to optimize engagement and drive conversions.
3. Implement strategies that cater to diverse market segments, e.g., luxury travelers, business travelers, family vacations, considering property location and its influence on guest preferences, leading to higher engagement and conversion rates.
4. Apply pricing strategies, such as dynamic and value-based pricing, for different market segments, e.g., luxury vs. budget accommodations, and analyze how these pricing decisions impact profitability and competitive positioning in the industry.
5. Understand the impact of online travel agencies (OTAs) and review sites on pricing and customer behavior.
6. Describe and implement the function booking process (inquiry management, contract negotiation, and event coordination) while integrating the use of Customer Relationship Management (CRM) systems and event management software to streamline customer engagement and ensure repeat business.
7. Evaluate the critical factors that influence guest lodging choices, such as accommodation type, price, location, amenities, and guest reviews, and assess how these factors impact a property’s marketability and competitive positioning.
8. Implement communication strategies that engage guests at different stages of their journey, including pre-arrival, in-house, and post-departure interactions to enhance customer loyalty.
9. Use data-driven insights, e.g., guest feedback, online reviews, to improve marketing efforts and guest satisfaction.
10. Define and demonstrate upselling (upgrading services/products) and cross-selling (suggesting complementary products/services), highlighting how these techniques drive revenue growth within broader sales and marketing strategies.
11. Explain distribution channels, including direct booking, OTAs, and the role of Global Distribution Systems (GDS), while utilizing modern distribution technology tools to streamline the booking process and maximize reach.
12. Create attractive promotional packages and offer discounts to appeal to different market segments, e.g., family packages, honeymoon specials.
13. Develop and implement a social media strategy that aligns with brand identity, engages target audiences across platforms, e.g., Facebook, Instagram, LinkedIn, and drives brand awareness through influencer partnerships and social media ads.
14. Develop and implement mobile marketing strategies, utilizing mobile-first approaches and hospitality apps to enhance customer engagement, drive bookings, and deliver targeted promotions, ensuring a seamless and optimized experience for mobile users throughout their customer journey.
15. Evaluate sustainable tourism trends and develop strategies for marketing eco-friendly practices, such as reducing plastic use and sourcing local foods, within hospitality businesses.
16. Develop a comprehensive marketing plan that includes clear objectives, target market, budget, measurable outcomes, and a multi-channel strategy integrating online and offline channels, e.g., social media, content marketing, email campaigns, while setting up key performance indicators (KPIs) to track and measure marketing success.

## Standard 12: Safety and Security Operations

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| Students will identify and address common safety risks within the hospitality industry, focusing on employee and guest safety in various situations. | HTS or  HTMP-1  HTMP-2 |

**Skills:**

1. Promote a safety-first workplace culture through ongoing employee engagement and management support.
2. Identify common safety risks in hospitality operations, such as hazards associated with housekeepers entering guest rooms, employees walking with bank bags after hours, and lifeguard responsibilities.
3. Recognize and apply appropriate safety measures when engaging with high-risk situations, including securing facilities and protecting sensitive items.
4. Develop emergency procedures for handling crises, including bloodborne pathogens exposure, active shooter situations, and other security emergencies.
5. Create and practice crisis management protocols for hospitality environments, including evacuation plans, communication strategies, and guest and staff safety measures.
6. Conduct staff training on proper responses to emergency situations, including fire drills, first-aid procedures, and assisting guests with disabilities (ADA compliance) during emergencies.
7. Implement specialized security measures for high-risk areas within hospitality facilities, such as VIP suites, cash-handling areas, and restricted zones.
8. Operate and monitor security systems, e.g., cameras, alarms, access control, to detect and respond to potential threats.
9. Demonstrate procedures for responding to alarms and security breaches, including coordinating with local law enforcement when necessary.
10. Conduct regular checks of entry points and property security to ensure systems are functioning properly.
11. Ensure compliance with specific regulations for pool safety, e.g., chlorine levels, vehicle key safety, property access, and emergency exits.
12. Conduct regular facility inspections to monitor compliance with safety standards and regulations, ensuring the safety of guests and employees.
13. Apply proper fire safety practices, including maintaining fire exits, conducting fire drills, and ensuring all safety equipment is up to code.
14. Understand the risks associated with digital systems, including credit card processing, personal data storage, and mobile apps.
15. Implement basic cybersecurity measures, e.g., encryption, access control, to protect against unauthorized access to sensitive information.
16. Evaluate and revise risk management policies based on changing circumstances, e.g., large events, natural disasters, new regulatory requirements.
17. Conduct post-incident reviews and apply lessons learned to refine safety and security procedures for future situations.
18. Develop and ensure the visibility of emergency notices, evacuation routes, safety protocols, and critical contact information throughout the property. This includes posting evacuation maps, emergency exits, and fire safety procedures in guest rooms, public areas, and staff spaces.
19. Discuss visual and audible alerts, e.g., flashing lights, sirens, for those with hearing impairments, and ensure clear, calm verbal communication for those with visual impairments.

# Employability Standards

## Standard 13: Employability Skills

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| Students will demonstrate the employability skills essential for success in the hospitality management industry by effectively communicating, working collaboratively, solving problems, managing time, and maintaining professionalism. | HTS or  HTMP-1  HTMP-2 |

**Skills:**

1. Demonstrate effective verbal and non-verbal communication in both customer interactions and within the team, ensuring clarity, professionalism, and active listening in all exchanges.
2. Maintain professional behavior, including punctuality, proper attire, hygiene, and a positive attitude, contributing to a respectful and efficient workplace.
3. Prioritize customer satisfaction by understanding customer preferences, addressing concerns with empathy, and resolving issues in a timely and respectful manner.
4. Evaluate common barriers to effective teamwork. e.g., miscommunication, cultural differences, and create actionable strategies to improve team collaboration in delivering exceptional service.
5. Demonstrate leadership by motivating peers, guiding teams during peak hours, and delegating tasks effectively based on team strengths to ensure efficient operations.
6. Apply critical thinking to identify challenges and use problem-solving techniques to resolve issues effectively, whether in kitchen, dining, lodging operations, or customer service.
7. Implement time management techniques to prioritize and efficiently complete tasks, ensuring deadlines are met without compromising quality.
8. Understand key financial principles in hospitality management, including cost control, budgeting, profit margins, and pricing strategies, to support business profitability and operational efficiency.
9. Analyze effective techniques for managing difficult guests or situations, focusing on de-escalation, conflict resolution, and maintaining professionalism under pressure.
10. Apply guidelines in all aspects of work, including food handling, customer service, and marketing, ensuring transparency and responsible practices.
11. Engage in continuous learning to stay current with hospitality trends, leadership techniques, and professional standards, seeking feedback and applying it to improve performance.

# Entrepreneurship Standards

## Standard 14: Entrepreneurship

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| Students will identify entrepreneurial opportunities, evaluate the value proposition of business ownership, and apply marketing strategies to drive growth in various sectors of the hospitality industry. | HTS or  HTMP-1  HTMP-2 |

**Skills:**

1. Analyze market trends, consumer behavior, and competitor activities within the hospitality industry to identify opportunities for new ventures, such as hotels, restaurants, catering services, and other hospitality-related businesses.
2. Describe the components of a comprehensive marketing plan for a full-service hotel startup, integrating strategies such as digital advertising, social media campaigns, community outreach, influencer partnerships, and brand storytelling.
3. Analyze the role of innovation in maintaining competitiveness, especially in the context of changing customer preferences.
4. Demonstrate an understanding of basic financial concepts for a hospitality business, including budgeting, managing startup, and operating costs, calculating break-even points, and evaluating revenue and profit margins to ensure business sustainability.
5. Assess entrepreneurial risk and reward in the context of starting and managing a hospitality business, using risk management techniques to balance innovative approaches with sound business practices, anticipating challenges, and adapting strategies for growth.
6. Understand the legal and regulatory requirements for establishing and operating a hospitality business, including obtaining necessary permits, licensing, adhering to health and safety regulations, and complying with local, state, and federal laws.

# Digital Literacy Standards

## Standard 15: Digital Literacy

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| Students will demonstrate proficiency in utilizing digital tools and technologies to optimize various hospitality operations, including marketing, communications, inventory management, financial operations, and customer relations. | HTS or  HTMP-1  HTMP-2 |

**Skills:**

1. Demonstrate the ability to use digital platforms (such as email, social media, and online ordering systems) to communicate professionally with customers and team members.
2. Understand how to use inventory management software to track supplies, reduce waste, and ensure efficient management in the dining and restaurant operations.
3. Analyze digital marketing strategies, including social media campaigns, to promote a hospitality business effectively and engage customers.
4. Apply digital tools to monitor and manage food safety standards and track health inspections, ensuring compliance with regulations.
5. Use data analytics tools to assess business performance, identify trends, and make informed decisions to drive growth.
6. Implement technology systems, e.g., Property Management Systems (PMS), Point of Sale (POS), mobile check-ins, and online booking platforms, to improve operational efficiency.
7. Leverage digital tools and platforms to streamline lodging guest experiences, improve communication across departments, and enhance service delivery.
8. Manage guest data security and privacy by implementing best practices for digital marketing strategies, ensuring compliance with industry regulations, e.g., GDPR, CCPA.
9. Apply Customer Relationship Management (CRM) systems to track and analyze guest preferences, optimize communication, and personalize services.
10. Identify and explain how emerging technologies (such as AI, chatbots, and virtual assistants) will enhance guest experiences and streamline operations.
11. Utilize digital payment systems, e.g., mobile payments, digital wallets, to streamline financial transactions and enhance guest convenience.