Year 2

Hospitality and Tourism Management Program

Sales Sample

HTMP

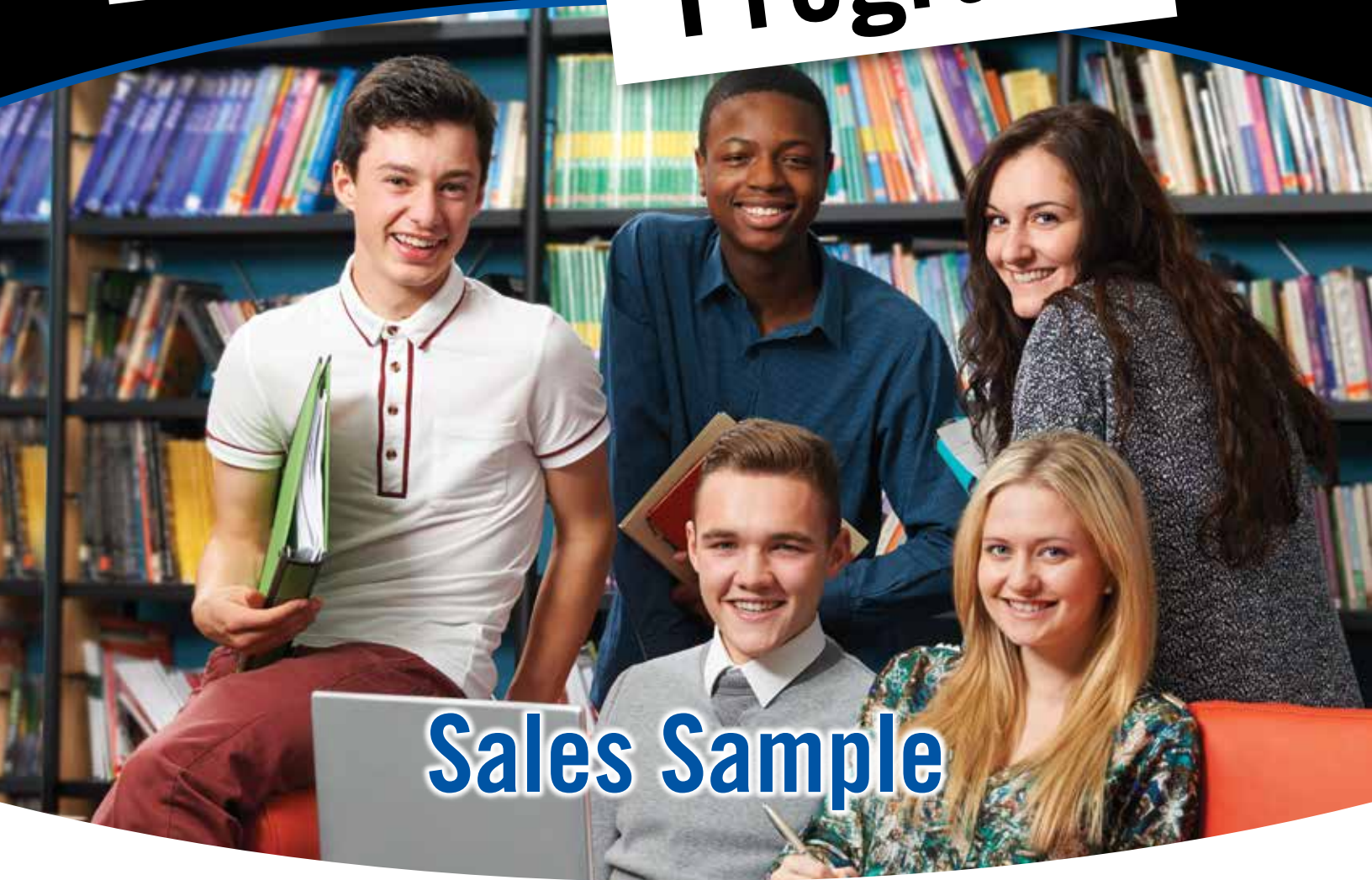**Hospitality and Tourism Management Program**

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Acknowledgements

Year 2 - Table of Contents

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Hospitality and Tourism Management Program

Year 2 - Table of Contents
(Hardbound, 16 Chapters)

Table of Contents

UNIT 2

UNIT 3

UNIT 5

Managing Business Operations..**208**

UNIT 6

UNIT 7

Chapter 1 - Textbook Sample
(Hardbound, 16 Chapters)

Year 2

Hospitality and Tourism Management Program

HTMP

Hospitality and Tourism Management Program

Introduction to Leadership and Management

The hospitality and tourism industry is changing at an ever-increasing pace. New technologies are changing not only the way companies do business but also the structure of those companies. When the structure of a company changes so does the nature of leadership and management in that organization.

There are numerous segments within the hospitality and tourism industry, including lodging, food and beverage, transportation, and attractions. This unit breaks down the types of leadership positions available in each segment. It also covers leadership traits and styles and how they can be adapted to fit different situations.

This unit focuses on the new management skills required to succeed in the 21st century economy. It discusses how embracing diversity as an organization and empowering employees can help meet the needs of global guest audiences.

Chapter 1

Preparing for a Leadership Career

COMPETENCIES

1. List the advantages and disadvantages of a career in hospitality and tourism, and list the benefits of choosing a career in this industry.

2. Describe segments of the hospitality and tourism industry, and explain the process for selecting an industry segment in which to work.

3. Identify the types of leadership positions available in the hospitality and tourism industry.

4. Identify traits of effective leaders.

5. Define traditional management styles.

6. Explain the importance of varying your leadership style in response to organizational needs.

Hospitality Profile

Andrew Lucas
General Manager
The Inn at USC Wyndham Garden

A native of Columbia, SC, Andrew Lucas graduated from the University of South Carolina with a Bachelor of Science in Hospitality, Retail and Sport Management, with a concentration in Hotel, Restaurant & Tourism Management. While in school, he worked at and was part of the opening team of the Inn at USC. Just before graduation, in 2007, Mr. Lucas was promoted to front office manager. He was responsible for maintaining accounts receivable for more than 100 accounts, as well as for creating training and emergency manuals.

In October 2008, Mr. Lucas accepted an offer to open the Residence Inn by Marriott in Florence, SC, where he worked as the general manager for two years. He facilitated the progression of building the hotel through opening and oversaw all aspects of associate hiring, training, and development. Then in November 2010, he accepted an offer to move back to Columbia and manage the Courtyard by Marriott Northwest. In this role, he worked to instill a sales culture in all associates and to increase the property's revenues. Under his leadership, guest satisfaction scores increased. In April of 2012, Mr. Lucas returned to the Inn at USC as general manager. In July of 2012 the Inn at USC became the Inn at USC Wyndham Garden.

Introduction

Hospitality and tourism is one of the fastest-growing industries in the world, offering a wide variety of career options. Due to its size, management positions in hospitality and tourism are plentiful. Although hotels and restaurants are the largest sectors of this industry, they are not the only ones. Hospitality managers are needed in clubs, casinos, hospitals, nursing homes, universities and schools, cafeterias, prisons, corporate dining rooms, snack bars, cruise ships, museums, bus companies, airlines, management companies, and many other organizations. Within these organizations, you can go into marketing and sales, event planning, rooms management, housekeeping, food and beverage, engineering, security, accounting, forecasting and planning, human resources, management information systems, recreation, entertainment, and so on.

Moreover, you have a wide choice of places to live and work. You can choose any region of the country or the world—warm or cold climates, cities, suburbs, or undeveloped natural areas. There simply is no other industry that offers more diverse career opportunities.

Pineapple Fun Fact

Hospitality is the world's fastest growing industry, with one new job added every 2.5 seconds. In fact, over the next ten years, the hospitality and tourism industry's total contribution to the world gross domestic product (GDP) is expected to rise by 4% per year, which translates to approximately 69 million new jobs in ten years. The World Tourism Organization (UNWTO) estimates that by 2020, international tourism will reach 1.6 billion tourists, spending $5 billion per day.

Why a Career in Hospitality and Tourism?

Why do people choose the hospitality industry? If you were to ask people who have spent their careers in this business what they like most about it, you would get a variety of answers. Some of the most popular are:

- **The industry offers more career options than most.** No matter what kind of work you enjoy, and wherever your aptitudes lie, there is a segment of the industry that can use your talents.

- **The work is varied.** Because hotels and restaurants are complete production, distribution, and service units, managers are involved in a broad array of activities.

- **There are many opportunities to be creative.** Hospitality managers might design new products to meet the needs of their guests; produce new training programs for employees; or implement challenging advertising, sales promotion, and marketing plans.

- **Hospitality and tourism is a "people" business.** Managers and supervisors spend their workdays satisfying guests, motivating employees, and negotiating with vendors and contractors.

- **Hospitality jobs are not "9 to 5" jobs.** The hours are highly flexible in many positions.

- **There are opportunities for long-term career growth.** If you are ambitious and hard-working, you can move up quickly. The industry is full of stories of people who started as bellpersons or cooks and rose to high management positions or opened their own businesses.

- **There are perks associated with many hospitality jobs.** Many hotels offer staff members deeply discounted rates at their properties worldwide. Airline and cruise employees often get free or reduced-fare travel.

Despite these advantages, there are some aspects of the business that people do not like:

- **Long hours.** In most hospitality businesses, 50- to 60-hour workweeks for managers are not unusual.

- **Nontraditional schedules.** Hospitality managers do not work a Monday-Friday schedule. Weekends and holidays are often the busiest days in many segments since this is when most people are off work.

- **Pressure.** There are busy periods when hospitality managers and employees are under intense pressure to perform.

- **Low beginning salaries.** Entry-level management jobs tend to be lower paying than some other industries.

Before choosing to work in hospitality and tourism, you must decide whether the benefits outweigh the drawbacks. Once you are ready to get into this fast-paced and diverse industry, you must decide which segment of hospitality and tourism best fits your interests and skills.

Selecting an Industry Segment

TERMS YOU SHOULD KNOW

Industry Segment—a grouping of similar types of businesses or products under one heading.

One of the best ways to select an **industry segment** in hospitality and tourism is to start by listing your own skills. What are the tasks you do best? Most skills fall into one of three areas: skills dealing with data, skills dealing with people, or skills dealing with things. You will probably find that the majority of your skills will fall into one or two of these areas.

Data Skills	Possible Career Paths
▪ Good in math and science	▪ Positions in forecasting, such as in a corporate planning department of large chains
▪ Enjoy working with computers	▪ Auditors
▪ Like analyzing information, working with graphs, comparing figures, and solving abstract problems	▪ Accountants
	▪ Revenue managers

People Skills	Possible Career Paths
▪ Enjoy helping people and taking care of their needs ▪ Can take and give advice and instructions ▪ Enjoy supervising and motivating other people and find that they respond to your leadership	▪ Positions that require negotiating, selling, and making decisions ▪ General managers ▪ Marketing and sales managers ▪ Independent restaurant owners ▪ Catering managers ▪ Club managers

Things Skills	Possible Career Paths
▪ Good at building or fixing things ▪ Like to work with your hands and use tools and gadgets ▪ Enjoy setting things up, such as for a party	▪ Chefs ▪ Banquet managers ▪ Bakers ▪ Engineers ▪ Facilities managers

Most of us have skills in more than one area. It is important to identify your skills and rank them according to how much you enjoy using them. This process will help you find an industry segment that suits you.

The type of business you choose for your first hospitality and tourism job puts you into a definite career slot. While skills and experience are usually transferrable within a particular industry segment, it is much more difficult to jump from one kind of industry segment to another. For example, it is unlikely that you would progress from managing a quick service restaurant to being the general manager of a Holiday Inn. Your food and beverage skill set may not necessarily transfer to a lodging property manager as easily as they would transfer to another food and beverage organization. However, you might be able to go from being a rooms division manager of a full service hotel to a rooms division manager of a large cruise ship such as the *Grand Princess* using your lodging skill set. At the same time, it is not unheard of for a person to initially begin pursuing one hospitality segment, realize that a better fit might lie elsewhere, and then make a change.

Types of Available Positions

The types of management positions available in hospitality and tourism depend on the industry segment. Most hospitality and tourism businesses have a variety of departments, which might include human resources/training, finance/accounting, sales and marketing, IT, operations, customer service, facilities management/engineering, logistics, legal, security, planning, and quality assurance. Each department has its own management structure, or career ladder, with smaller companies having fewer rungs and larger companies having many levels of management positions. The position titles vary but can include: shift supervisor, assistant manager, manager, director, vice president, president, or general manager. The largest hospitality and tourism segments are lodging and food and beverage. This chapter provides a closer look at some of the management job titles in each of these segments.

Lodging

There are many types of lodging properties to choose from. There are luxury hotels, full service hotels, resorts, casino hotels, economy hotels, and other types of properties. Some are independently owned and others are chain affiliated. There are advantages and disadvantages to working at each type of property. Would you rather be part of a large chain or work for an independent operation?

Larger properties have more employees and thus require more supervisors and managers. Smaller properties may only have an owner or general manager. The advantages of working for a chain-affiliated property might include better training, better benefits, more opportunities for advancement, and the ability to easily move to another location. One disadvantage might be that it is harder to get recognized for doing an excellent job with so many other employees. A career with an independent property may offer more chances to be creative, more control, and better learning opportunities for entrepreneurs. Some disadvantages of an independent operation may be lower pay and less staff support. However, in a smaller environment, it is easier to get noticed for the job you are doing.

Within a lodging operation, management positions are available in the following areas:

- **General manager**—chief operating officer of a hotel. Responsible for financial performance, hiring and firing, supervising staff and administering policies, attracting guests and making sure they are safe, and many other duties.

- **Catering managers**—promote and sell the hotel's banquet facilities; plan, organize, and manage banquets. Knowledge of food and beverage costs, preparation techniques, pricing, social customs, and etiquette are essential.

- **Engineering/Maintenance**—chief engineers are responsible for the physical operation of the hotel, such as plumbing, heating, air conditioning, electrical, ventilation, and refrigeration systems. They may need various licenses.

- **Food and beverage managers**—direct the production and service of food and beverage. They are responsible for training kitchen staff, planning menus and selecting wines, pricing and cost control, and ensuring quality control.

- **Finance and accounting**—the controller is in charge of the accounting department and all its functions, such as the management of payroll, guest accounts, credit, and all cashiering activities. The controller also prepares the budgets and monthly reports showing revenues and expenses.

- **Human resources managers**—responsible for recruiting, training, employee relations, and ensuring compliance with affirmative action and equal employment opportunity policies.

- **Marketing and sales**—marketing managers develop and implement a marketing plan and budget. Sales managers develop sales promotions and make sales calls on prospects for group and individual business.

- **Rooms management**—responsible for the front office, reservations, housekeeping, gift shops, and recreational facilities. In small hotels, rooms managers are also in charge of security.

- **Management information systems (MIS)**—responsible for managing all the computers used on the property, the company's corporate portals, and central reservation systems; writing simple computer programs and instructions for use; and troubleshooting and problem-solving.

Food and Beverage

Just as there are different types of lodging properties, there is a wide variety of food and beverage operations. Chain restaurants include fast food, or quick service, restaurants like McDonald's and Burger King. Fast casual restaurants, such as Chipotle and Lettuce Entertain You, are the fastest growing segment of the restaurant industry today. Casual dining chain restaurants, such as Chili's, Olive Garden, and Outback Steakhouse, are also popular.

Sample Career Ladders—Lodging

Large Chain Hotels

Time In Years

- 0 — Guest Service Manager
- 1 — Assistant Front Office Manager
- 5 — Front Office Manager
- 10 — Director of Operations
- 15 — General Manager (Usually after crosstraining in other functional areas)

Mid-Scale/Budget Hotels

Time In Years

- 0 — Management Trainee
- 1 — Assistant Manager
- 3 — Manager
- 5 — District Manager
- 8 — Regional Manager

Independent restaurants are owned and operated by independent entrepreneurs. At the top of this group are luxury restaurants. Many independent restaurants are locally-owned and focus on a specific market niche, such as ethnic cuisine, locally-sourced food, **gastropubs**, and craft breweries. Other types of food service opportunities are social catering, contract food companies, and institutional food service.

A restaurant is usually a small business, with average sales of $535,000 annually. That means that most of the management opportunities in this field, even with large chains, are typically operational or "hands-on" management, as opposed to corporate jobs behind a desk. The duties of a food service manager are generally similar across different food service operations, from independent restaurants to cruise ships to retirement homes.

Chain restaurants recruit the majority of their managers from hospitality schools. Entry-level jobs for college graduates with hospitality degrees are often on the assistant manager level, with progression to manager, then district manager responsible for a group of restaurants, and then to regional manager. Although there is little opportunity for individuality or creativity, these companies offer many prospects for advancement and good benefits. For example, Burger King multi-unit managers can earn between $55,000 and $100,000 a year, plus bonuses and benefits. In addition, if you dream of owning a franchise, the franchise company may help you if you have worked hard in one of its franchises. Most other restaurants have a similar management structure, with a general manager at the top and assistant managers managing the dining room, kitchen, or beverage service. Other typical food service management positions include head chef, maître d', and banquet manager.

Sample Career Ladders—Food Service

Full-Service Hotel Food & Beverage Operations

Time In Years (scale: 0, 1, 4, 10, 15)

- General Manager (Usually after crosstraining in other functional areas)
- Food & Beverage Director
- Assistant Food & Beverage Manager
- Outlet Manager
- Assistant Outlet* Manager

*Restaurant, Cafe, Room Service, Pool Bar

Chain Restaurants

Time In Years (scale: 0, 1, 2, 3, 7, 10)

- Regional Manager
- District Manager
- Manager
- Assistant Manager
- Shift Management*
- Management Trainee

*Food Production Manager, Dining Room Manager, or Beverage Manager

Traits of Leaders

Most employees want their managers to be great leaders, but few feel their managers actually have leadership traits. Listed below are some traits that effective leaders share. Think about leaders you admire. Which of these traits do they have? Which do you think you have?

Strong Desire to Succeed—As a manager, you must have the energy and endurance to complete difficult tasks. You will probably work longer hours than you did before. You must have high expectations for yourself and work hard to meet those goals. You must also show your employees that you want them to succeed. Help employees gain the skills they need to meet standards and expectations.

Job Knowledge—Your ideas will be given more respect if you understand what you are talking about and have the ability to perform in all areas of your job. If you want to be a good leader, read trade magazines, attend training seminars, take online courses, or sign up for classes toward a degree in hospitality.

Good Judgment—Having good judgment means looking at all possible courses of action and choosing the right one. It is important to look at what is good for the company long term, not just what you think is appropriate at that moment.

Value People—Leaders must be able to manage people effectively in order to be innovative and to capitalize on the advantages a varied workforce brings to the organization.

Empathy—A leader who has empathy, or the ability to understand how others might feel, cares about his or her employees and helps them get along with one another. Empathy means following the Golden Rule—treat others the way you want to be treated.

Alexander the Great, born in Pella in 356 B.C., was tutored by Aristotle until the age of 16. By the time he was 30, he had created one of the largest empires of the ancient world, stretching from the Ionian Sea to the Himalayas. He was undefeated in battle and is considered one of history's most successful leaders.

Self-confidence—You must have self-confidence and stand up for your beliefs. However, be careful not to become so confident that you forget to take others' viewpoints into account.

Creativity—Use creativity to improve processes, motivate employees, and enhance guest experiences. Encourage your employees to share their ideas with you, and give them proper credit when their ideas are implemented.

Enthusiasm and Optimism—When you are eager and cheerful, you are better able to motivate yourself and others. Smile often and sit and stand up straight. The way you feel on the inside shows on the outside.

Responsibility—Employees will not like or respect a leader who takes credit for everything that goes right and blames others for things that go wrong. By the same token, employees will not respect a leader who does not hold them accountable for their actions, or lets them "get away with things." Responsible leaders admit and learn from their mistakes.

Analytical Skills—Effective leaders are always looking for ways to do things better. They analyze the information they have and draw conclusions from it. This helps them plan for future challenges.

Traditional Management Styles

Four traditional styles are those of the autocratic, bureaucratic, democratic, and laissez-faire managers. Management styles are patterns of behavior that managers use to interact with other managers and with their staff.

TERMS YOU SHOULD KNOW

Autocratic Manager— stresses immediate, short-term results over concerns about people; expects to be obeyed without question and makes decisions without staff input.

Bureaucratic Manager— makes decisions by enforcing rules, regulations, policies, and procedures that are already in place; resists change.

Democratic Manager— focuses more on participative process than on short-term results; shares decision-making and problem-solving responsibilities with staff and is open to new ideas.

Laissez-faire Manager— provides little or no direction and gives employees as much freedom as possible.

Autocratic managers stress immediate, short-term results over concerns about people. They often give orders without explanations and expect employees to obey them without question. They make decisions without staff input and don't usually delegate work. Employees often become extremely dependent on autocratic managers. Work gets done when the manager is present, but things fall apart when the manager isn't there. Since employees are given little input about how to perform their jobs, they learn to simply follow orders.

Bureaucratic managers make decisions by enforcing rules, regulations, policies, and procedures that are already in place. Concerns for results and for people take a back seat to doing things the way they have always been done. Bureaucratic managers resist change. They rely on higher levels of management to make decisions about issues that are not covered "by the book." Employees of bureaucratic managers suppress their initiative and simply follow the rules. When no rule seems to apply to a situation, they cease to act and call the manager.

Democratic managers are almost the reverse of autocratic managers. They tend to focus more on the participative process than on short-term, immediate results. They keep employees informed about matters that directly affect their work and often delegate so employees can gain more experience and job satisfaction. Democratic managers share decision-making and problem-solving responsibilities with their staff. They are open to new ideas and often champion change within their organizations. These managers want employees to be less dependent on them and to take the initiative to get things done themselves.

Laissez-faire managers provide little or no direction and give employees as much freedom as possible. With this style, managers make themselves available for meeting with employees, but they give them the power to develop their own goals, make decisions, and solve problems without direct supervision. Managers are more likely to use this style with a few experienced employees rather than their entire staff. Workers look to a laissez-faire manager not as a boss, but rather as someone who is standing by to help them only if they are needed. Under this management style, workers may produce high-quality work for long periods.

Varying Your Leadership Style

Which management style is the most effective? There are positive and negative aspects to each style. For example, while many find the democratic style the most appealing, even this style—when taken to extremes—can stifle an organization. Democratic managers may overanalyze situations, waste time in unproductive meetings, and give up responsibility through excessive delegation.

Most people think that the autocratic manager has no place in today's work world. However, there are situations in which a manager may need to play this role. This is often the case in times of great stress, because in such situations there may not be time to do things by the book or to consult with employees. For example, consider what happens when twice the expected number of guests need to be served at lunch. The manager must make quick, autocratic decisions to coordinate the staff's actions and deal with the crisis.

While there are some negatives to being a bureaucratic manager, every management position has some bureaucratic functions. For example, legal issues related to hiring and firing require managers to strictly adhere to established policies and procedures. Reckless autocratic or democratic decisions could result in expensive lawsuits.

Many employees probably wish they had a laissez-faire manager who allowed them to do whatever they wanted. However, inexperienced employees would be lost without some level of leadership. They might find themselves behind on work and not sure which projects should be prioritized.

The most effective managers don't restrict themselves to one management style for every situation. Just as a chameleon changes color to help it survive in different environments, recent trends suggest that today's managers need the flexibility to adopt different styles for specific circumstances.

Hurdles to Effective Leadership

Flexibility, however, is not entirely within a manager's control. Three of the most important factors limiting a manager's flexibility in adopting different management styles are the manager's personal background, the characteristics of the organization's employees, and the culture of the organization.

The manager's personal background includes personality, knowledge, attitudes, feelings, and experiences. Some managers feel comfortable delegating work and recognize the need to involve employees in a team approach to resolving problems. Other managers prefer to do almost everything themselves. A manager who has been successful with a particular management style may not be willing to adopt a different one. After all, if it works, why change it?

Employee characteristics often limit which management styles a manager can effectively adopt. Departments with a large number of new and inexperienced employees might benefit from autocratic and bureaucratic styles. An experienced team of employees might benefit from a more democratic approach. The ability of employees to work well in teams might also affect which styles a manager can choose.

The greatest limiting factor in a manager's choice of management styles may be the structure and culture of the organization. Managers invite disaster when they adopt styles that don't fit the traditions or values of their organizations. For example, the democratic style fits well in corporate cultures with relatively few levels of management. Being an autocratic or bureaucratic manager in such an environment would most likely lead to failure.

Apply Your Learning

Section 1.1
1. Why does the hospitality and tourism industry offer such a wide variety of career options?
2. Name three organizations where hospitality managers might work.

Section 1.2
1. What are some advantages and disadvantages of a career in hospitality?
2. How can hospitality managers be creative?
3. Why is a job in hospitality good for long-term career growth?
4. Why might some people like the nontraditional schedules in the hospitality industry while others do not?

Section 1.3
1. What is an industry segment?
2. How can a skills inventory help you decide on a career path?
3. If you like building and fixing things, which career paths might you be suited for?
4. Why is it important to choose wisely when deciding on an industry segment?

Section 1.4
1. What are the advantages of working for a large hotel chain? For an independent hotel?
2. What are some management positions in the lodging industry?
3. Should a hospitality student bypass quick-service restaurant management opportunities? Why or why not?
4. What are some management positions in the food service industry?

Section 1.5
1. Why is a strong desire to succeed an important trait of an effective leader?
2. What does it mean to follow the Golden Rule?
3. How can having too much self-confidence become detrimental to good leadership?
4. Why is responsibility an important leadership trait?
5. How can you show enthusiasm and optimism as a leader?

Section 1.6

1. Which type of manager emphasizes immediate, short-term results over concerns about people in the organization?
2. List some characteristics of a bureaucratic manager.
3. In what kind of a situation would a laissez-faire management style work best?
4. What type of manager is most likely to share decision-making and problem-solving responsibilities with staff?
5. Which type of management style is most appropriate when new, untrained employees who do not know which tasks to perform or which procedures to follow join the team?

Section 1.7

1. Why is a flexible management style considered the best?
2. What is the greatest factor limiting a manager's choice of management style and why?
3. What bureaucratic functions do most management positions have?
4. How might a manager's personal background limit the choice of management style?

Chapter 1 – Workbook Sample
(Optional Purchase)

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Introduction to Leadership and Management

Chapter 1
Preparing for a Leadership Career

HTMP
Hospitality and Tourism Management Program

Terms You Should Know: In Your Own Words

In your own words, answer the following questions based on your understanding of the boldfaced terms.

1. If a friend asked you to describe a **gastropub**, what would you say about this type of food and beverage establishment?

   _____

   _____

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2. Name a characteristic of a **laissez-fair manager**?

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3. Do you think a group of varying types of businesses can be considered part of an **industry segment**? Why or why not?

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4. How would a **bureaucratic manager** make decision?

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5. Mike describes himself as a **democratic manager** because he asks his staff to assist in the decision-making. Is Mike truly a democratic manager? Why or why not?

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6. How does an **autocratic manager** make decisions?

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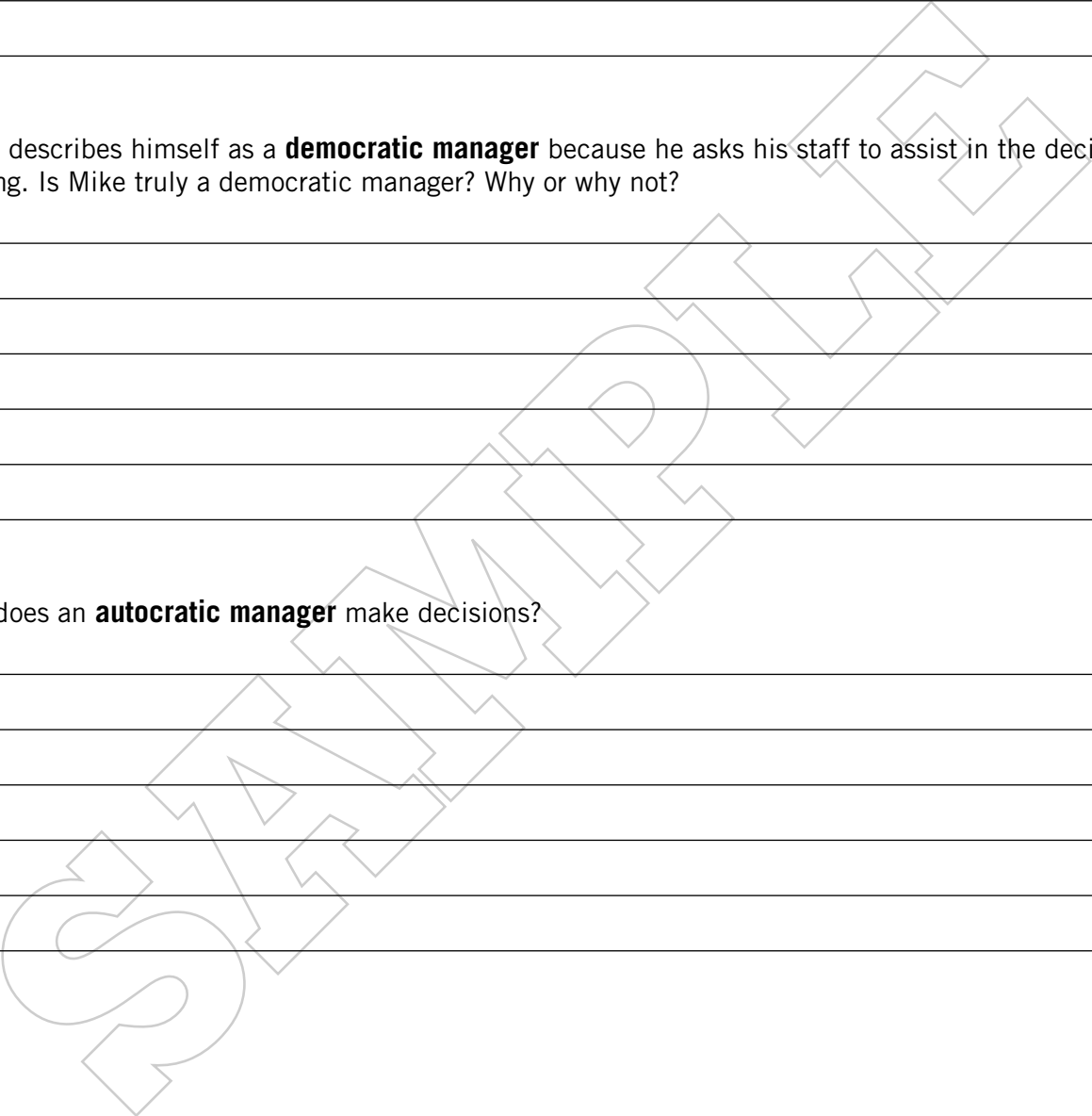
Section 1.1 Introduction

Activity: Where Should I Begin?

Hospitality and tourism offers a wide variety of career and management options. Use this form to ask yourself about the type of career you would like to seek.

Which segment of the hospitality and tourism industry would you like to work in?

Circle one answer for each item.

Airline	Very interested	Somewhat interested	Not interested
Bar/Nightclub	Very interested	Somewhat interested	Not interested
Casino	Very interested	Somewhat interested	Not interested
Catering	Very interested	Somewhat interested	Not interested
Chef	Very interested	Somewhat interested	Not interested
Country Club	Very interested	Somewhat interested	Not interested
Conference/Convention	Very interested	Somewhat interested	Not interested
Cruise Ship	Very interested	Somewhat interested	Not interested
Entertainment/Performer	Very interested	Somewhat interested	Not interested
Food Service	Very interested	Somewhat interested	Not interested
Health Club	Very interested	Somewhat interested	Not interested
Hospital	Very interested	Somewhat interested	Not interested
Hotel/Resort	Very interested	Somewhat interested	Not interested
Nursing Home	Very interested	Somewhat interested	Not interested
Restaurant	Very interested	Somewhat interested	Not interested
Retirement	Very interested	Somewhat interested	Not interested
Sales	Very interested	Somewhat interested	Not interested
Spa	Very interested	Somewhat interested	Not interested
Theme Park	Very interested	Somewhat interested	Not interested
Timeshare	Very interested	Somewhat interested	Not interested
University	Very interested	Somewhat interested	Not interested
Valet Parking	Very interested	Somewhat interested	Not interested

Section 1.2 Why a Career in Hospitality and Tourism?

Activity: The Big Picture

A career in hospitality and tourism has many benefits and drawbacks. In this activity you will explore the benefits and drawbacks that are most important to you!

Answer the following questions using complete sentences except when asked to list items.

1. Review the benefits of a career in hospitality and tourism listed in your text book. List these benefits by relevance and importance to you. For example, you may think flexible work hours are very important to you, in which case you would put "flexible hours" on the top of your list. Conversely, if dining at the restaurant you work at is not a benefit that is attractive to you, you would put that last on your list. Everything else will fall somewhere in between.

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2. How are these benefits likely to influence your decision to pursue a career in hospitality and tourism? Explain your reasoning.

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3. Now, review the drawbacks of a career in hospitality and tourism. As in question number 1, list each drawback by relevance and importance to you.

   _____

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   _____

   _____

4. Think about other possible benefits and drawbacks that are not already listed in your text. You may need to conduct an Internet search to assist you. Create a list below.

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_____

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5. Review your answer for question 2 and the research you just conducted. Do the benefits of a career in hospitality and tourism outweigh the drawbacks? Explain your reasoning with specific details.

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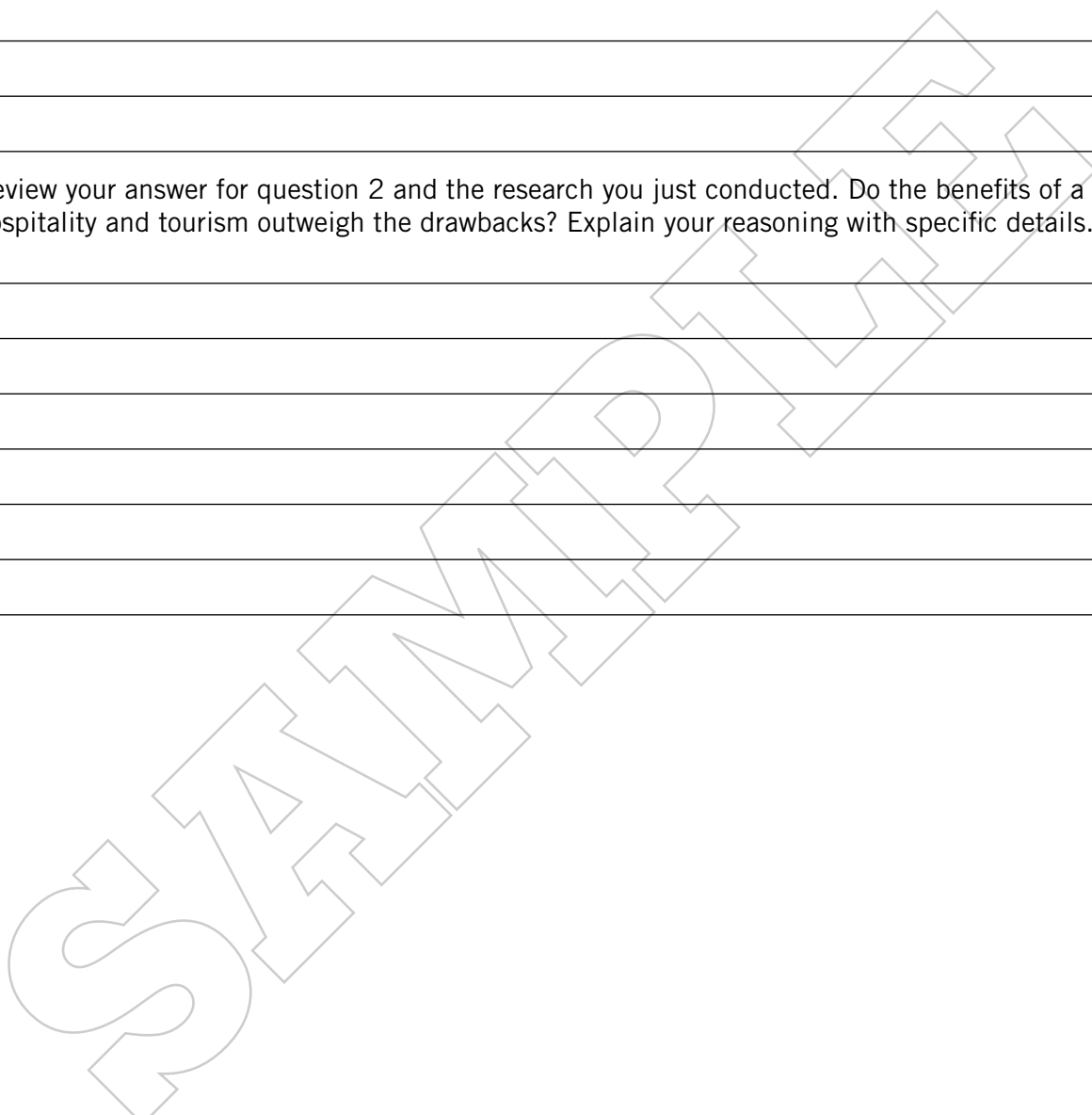
Section 1.3 Selecting an Industry Segment

Activity: What Are My Skills?

One of the best ways to select an industry segment you will be happy with in hospitality and tourism is to start by listing your own skills. What are the tasks you do best?

Create a list of tasks you do best.

_____

_____

_____

_____

_____

Most skills fall into one of three areas: skills dealing with data, skills dealing with people, or skills dealing with things.

From the list you created above, sort each task into one skill category.

Skills dealing with data	Skills dealing with people	Skills dealing with things

Which hospitality and tourism positions do you think your skills are best suited for? Create a list of 5-10 positions.

_____

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Section 1.4 Types of Available Positions

Activity: Independent vs. Chain

Independently owned facilities differ from chain-affiliated hospitality and tourism facilities in many ways. Conduct an Internet search and create a list of the information you find.

Answer the following questions using complete sentences.

1. How is an independently owned facility different from chain-affiliated hospitality and tourism facilities? Provide one example of each.

   _____

   _____

   _____

   _____

   _____

   _____

   _____

2. List three advantages and three disadvantages of each type of facility.

   _____

   _____

   _____

   _____

   _____

   _____

3. Independently owned facilities often rely on referrals from guests and other businesses. Why do you think that is?

   _____

   _____

   _____

   _____

   _____

   _____

   _____

   _____

Section 1.5 Traits of Leaders

Activity: What Leadership Traits Do I Possess?

Most employees want their managers to be great leaders, but few feel their managers actually have leadership traits. Think about which of these traits you admire and which ones you think you have. Each person has varying levels of these traits.

For each trait, indicate how true each statement below is in describing your talents and traits. Select a number between 1 and 7 that best identifies how truthful each statement is when you apply it to yourself. You may think you use excellent judgment, in which case you would respond with the number 7. You might think that you are not a very creative person, in which case you would respond with the number 1. So, think about each trait on the list and rate it on the scale shown below.

1	2	3	4	5	6	7
not true			somewhat true			very true

1. I have a strong desire to succeed. _____

2. When employed, I have excellent job knowledge. _____

3. I use good judgment. _____

4. I value diversity. _____

5. I am an empathetic person. _____

6. I have high levels of self-confidence. _____

7. I am very creative. _____

8. I am enthusiastic and optimistic. _____

9. I am a responsible person. _____

10. My analytical skills are excellent. _____

How do you think these traits will help you become a strong leader?

_____

_____

_____

_____

_____

_____

_____

Which traits do you need the most improvement in?

_____

_____

_____

_____

_____

_____

_____

What can you do to improve your performance in these traits?

_____

_____

_____

_____

_____

_____

_____

_____
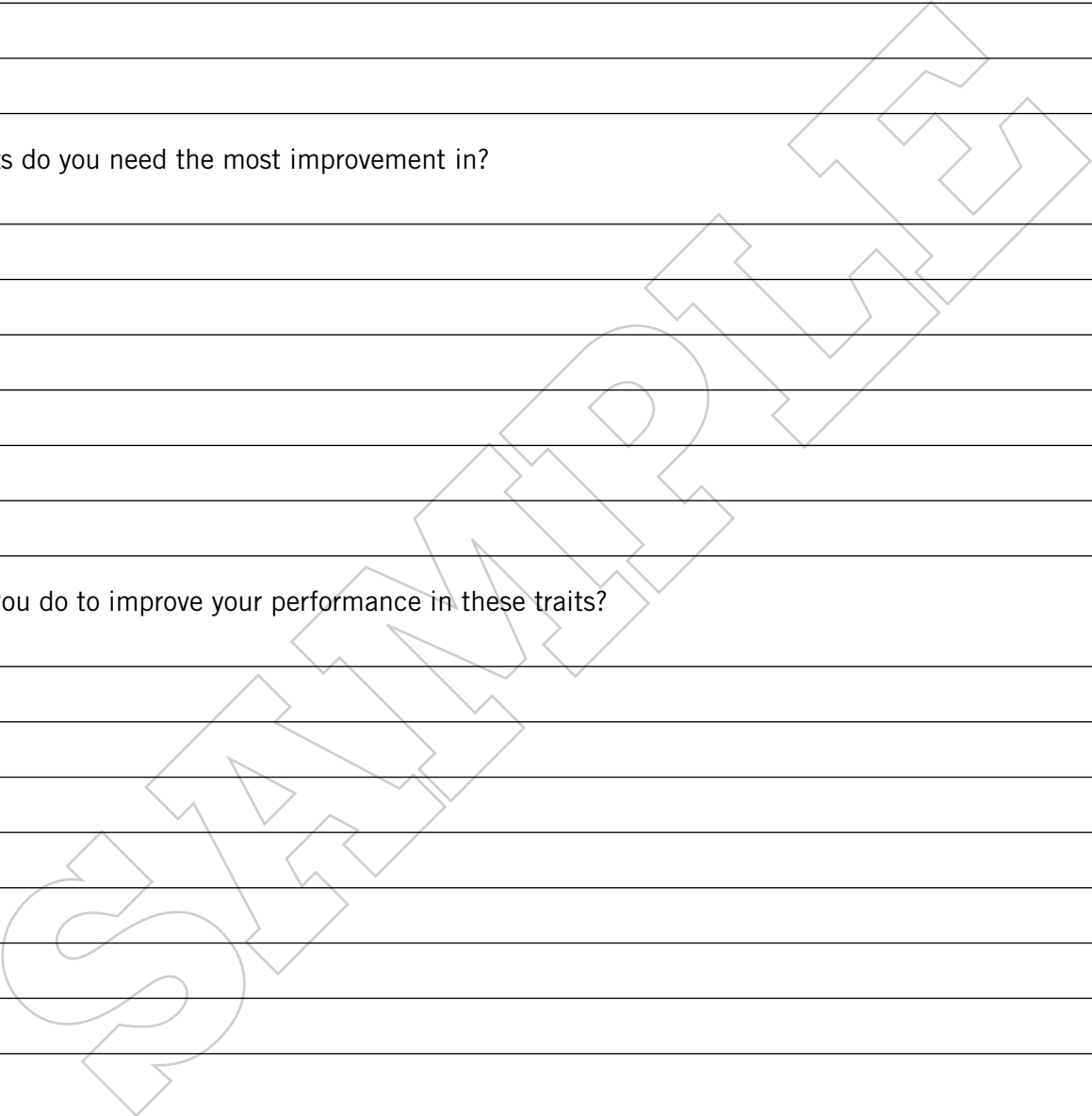
Section 1.6 Traditional Management Styles

Activity: Benefits and Drawbacks of Traditional Management Styles

Management styles are patterns of behavior that managers use to interact with other managers and with their staff. Each style affects employee morale in a different way and may be the best method at certain times. Let's look at the benefits and drawbacks of each style.

Read the description of each management style in your textbook. Below, create a list of benefits and drawbacks to each style.

Autocratic management style	
Benefits	Drawbacks

Bureaucratic management style	
Benefits	Drawbacks

Democratic management style	
Benefits	Drawbacks

Laissez-faire management style	
Benefits	Drawbacks

Section 1.7 Varying Your Leadership Style

Activity: Which Style Should You Use?

As you have seen, there are positive and negative aspects to each management style. Knowing when and how to use each style will take time and practice. It is important, however, that you vary your leadership style because each situation requires a different approach.

Refer back to your textbook and read the description of each management style. For each management style, describe a situation in which you believe it is best to use that style and explain why you have come to that conclusion.

Autocratic management style

_____

_____

_____

_____

Bureaucratic management style

_____

_____

_____

_____

Democratic management style

_____

_____

_____

_____

Laissez-faire management style

_____

_____

_____

_____

Chapter 1 Notes

Chapter 1 - Teacher's Wraparound Sample

(Includes instruction and resource data)

Year 2

Hospitality and Tourism Management Program

HTMP
Hospitality and Tourism Management Program

1

Unit 1

Introduction to Leadership and Management

▶ **Chapter 1**
Preparing for a Leadership Career

▶ **Chapter 2**
Hospitality and Tourism Leadership

2

UNIT OVERVIEW

The hospitality and tourism industry is changing at an ever-increasing pace. New technologies are changing not only the way companies do business but also the structure of those companies. When the structure of a company changes so does the nature of leadership and management in that organization.

There are numerous segments within the hospitality and tourism industry, including lodging, food and beverage, transportation, and attractions. This unit breaks down the types of leadership positions available in each segment. It also covers leadership traits and styles and how they can be adapted to fit different situations.

This unit focuses on the new management skills required to succeed in the 21st century economy. It discusses how embracing diversity as an organization and empowering employees can help meet the needs of global guest audiences.

3

Unit 1 Overview

Unit 1 introduces students to hospitality and tourism leadership and management. It explains the benefits of a career in the industry. Included in the unit content is an overview of:

- Industry segments
- Types of available management positions
- Traits of leaders
- Management and leadership styles
- Professional development
- Empowerment and diversity

Unit 1 also introduces the concept of global guest audiences and how the hospitality and tourism industry must cater to the needs of domestic and international guests from diverse cultures.

Chapter 1: Preparing for a Leadership Career

Chapter 1
Preparing for a Leadership Career

▶ **Section 1.1**
Introduction

▶ **Section 1.2**
Why a Career in Hospitality and Tourism?

▶ **Section 1.3**
Selecting an Industry Segment

▶ **Section 1.4**
Types of Available Positions

▶ **Section 1.5**
Traits of Leaders

▶ **Section 1.6**
Traditional Management Styles

▶ **Section 1.7**
Varying Your Leadership Style

COMPETENCIES

1. List the advantages and disadvantages of a career in hospitality and tourism, and list the benefits of choosing a career in this industry.
2. Describe segments of the hospitality and tourism industry, and explain the process for selecting an industry segment in which to work.
3. Identify the types of leadership positions available in the hospitality and tourism industry.
4. Identify traits of effective leaders.
5. Define traditional management styles.
6. Explain the importance of varying your leadership style in response to organizational needs.

4

Chapter 1 Competencies
Students will develop knowledge and skills set forth by Chapter 1 competencies.

1. List the advantages and disadvantages of a career in hospitality and tourism, and list the benefits of choosing a career in this industry.
2. Describe segments of the hospitality and tourism industry, and explain the process for selecting an industry segment in which to work.
3. Identify the types of leadership positions available in the hospitality and tourism industry.
4. Identify traits of effective leaders.
5. Define traditional management styles.
6. Explain the importance of varying your leadership style in response to organizational needs.

Hospitality Profile

Andrew Lucas
General Manager
The Inn at USC Wyndham Garden

WYNDHAM
GARDEN®

A native of Columbia, SC, Andrew Lucas graduated from the University of South Carolina with a Bachelor of Science in Hospitality, Retail and Sport Management, with a concentration in Hotel, Restaurant & Tourism Management. While in school, he worked at and was part of the opening team of the Inn at USC. Just before graduation, in 2007, Mr. Lucas was promoted to front office manager. He was responsible for maintaining accounts receivable for more than 100 accounts, as well as for creating training and emergency manuals.

In October 2008, Mr. Lucas accepted an offer to open the Residence Inn by Marriott in Florence, SC, where he worked as the general manager for two years. He facilitated the progression of building the hotel through opening and oversaw all aspects of associate hiring, training, and development. Then in November 2010, he accepted an offer to move back to Columbia and manage the Courtyard by Marriott Northwest. In this role, he worked to instill a sales culture in all associates and to increase the property's revenues. Under his leadership, guest satisfaction scores increased. In April of 2012, Mr. Lucas returned to the Inn at USC as general manager. In July of 2012 the Inn at USC became the Inn at USC Wyndham Garden.

5

Lesson Plan: 1.0.1 Compare and Contrast

As students learn about different management positions within hospitality and tourism, they will compare and contrast the advantages and disadvantages of each position to help them evaluate which positions might appeal to them. Make a two-column chart on the white board, and have students brainstorm the advantages and disadvantages of being a GM.

Ask students to imagine that they have an opportunity to interview a GM about his or her job. Have them write down five questions they would ask to learn more about the position.

Section 1.1

Introduction

Hospitality and tourism is one of the fastest-growing industries in the world, offering a wide variety of career options. Due to its size, management positions in hospitality and tourism are plentiful. Although hotels and restaurants are the largest sectors of this industry, they are not the only ones. Hospitality managers are needed in clubs, casinos, hospitals, nursing homes, universities and schools, cafeterias, prisons, corporate dining rooms, snack bars, cruise ships, museums, bus companies, airlines, management companies, and many other organizations. Within these organizations, you can go into marketing and sales, event planning, rooms management, housekeeping, food and beverage, engineering, security, accounting, forecasting and planning, human resources, management information systems, recreation, entertainment, and so on.

Moreover, you have a wide choice of places to live and work. You can choose any region of the country or the world—warm or cold climates, cities, suburbs, or undeveloped natural areas. There simply is no other industry that offers more diverse career opportunities.

Pineapple Fun Fact

Hospitality is the world's fastest growing industry, with one new job added every 2.5 seconds. In fact, over the next ten years, the hospitality and tourism industry's total contribution to the world gross domestic product (GDP) is expected to rise by 4% per year, which translates to approximately 69 million new jobs in ten years. The World Tourism Organization (UNWTO) estimates that by 2020, international tourism will reach 1.6 billion tourists, spending $5 billion per day.

Section 1.2

Why a Career in Hospitality and Tourism?

Why do people choose the hospitality industry? If you were to ask people who have spent their careers in this business what they like most about it, you would get a variety of answers. Some of the most popular are:

- **The industry offers more career options than most.** No matter what kind of work you enjoy, and wherever your aptitudes lie, there is a segment of the industry that can use your talents.

- **The work is varied.** Because hotels and restaurants are complete production, distribution, and service units, managers are involved in a broad array of activities.

- **There are many opportunities to be creative.** Hospitality managers might design new products to meet the needs of their guests; produce new training programs for employees; or implement challenging advertising, sales promotion, and marketing plans.

- **Hospitality and tourism is a "people" business.** Managers and supervisors spend their workdays satisfying guests, motivating employees, and negotiating with vendors and contractors.

- **Hospitality jobs are not "9 to 5" jobs.** The hours are highly flexible in many positions.

- **There are opportunities for long-term career growth.** If you are ambitious and hard-working, you can move up quickly. The industry is full of stories of people who started as bellpersons or cooks and rose to high management positions or opened their own businesses.

- **There are perks associated with many hospitality jobs.** Many hotels offer staff members deeply discounted rates at their properties worldwide. Airline and cruise employees often get free or reduced-fare travel.

Despite these advantages, there are some aspects of the business that people do not like:

- **Long hours.** In most hospitality businesses, 50- to 60-hour workweeks for managers are not unusual.

- **Nontraditional schedules.** Hospitality managers do not work a Monday-Friday schedule. Weekends and holidays are often the busiest days in many segments since this is when most people are off work.

- **Pressure.** There are busy periods when hospitality managers and employees are under intense pressure to perform.

- **Low beginning salaries.** Entry-level management jobs tend to be lower paying than some other industries.

Before choosing to work in hospitality and tourism, you must decide whether the benefits outweigh the drawbacks. Once you are ready to get into this fast-paced and diverse industry, you must decide which segment of hospitality and tourism best fits your interests and skills.

Chapter 1 – Preparing for a Leadership Career   7

Resources and Activities

Student Workbook: The Big Picture

PowerPoint: Chapter 1, Slide 3

Apply Your Learning: Section 1.2

Quiz: Section 1.2

Lesson Plan: 1.2.1 Is a Career in Hospitality and Tourism Right for You?

Ask students to think about the type of job they might want to have one day. Have them write down their answers on a sheet of paper. Use the following questions to prompt:

- Do you want to work in one place or would you prefer to travel for your job?
- Do you like working with people?
- Do you want to have a set schedule or one that changes every week?
- Do you like having definite procedures for how to do things, or do you enjoy being creative?

Once students have written down their answers, have them compare what they are interested in with the description of jobs in the hospitality and tourism industry in their textbook. Will a job in the industry be compatible with students' interests?

Discuss

Positions in the hospitality and tourism industry require some or all of the following types of skills:

- Data skills
- People skills
- Things skills

Explain that some jobs require only one type of skill, while others require skills in several categories.

Explain

Students may not be familiar with some of the terminology or the positions listed on page 8.

- Forecasting: analyzing current and historical data to determine future trends. Forecasting in the hospitality and tourism industry involves predicting how many people will stay in hotels, eat in restaurants, go to theme parks, or attend events. This type of information can help managers determine how many employees to schedule and how many supplies to order.

- Accountant/Auditor: prepare and examine financial records. They ensure that records are accurate and that taxes are pair properly and on time. They assess financial operations and work to help ensure that organizations run efficiently. The term "auditor" is sometimes synonymous with "comptroller."

- Revenue manager: predict consumer behavior in order to maximize revenue growth. The primary aim of revenue management is selling the right product to the right customer at the right time for the right price. Understanding customers' perceptions of product value can help predict how much they would be willing to pay for the product.

CCSS RI.11-12.1

CCTC HT 6.1, 6.2, 6.3

Section 1.3

Selecting an Industry Segment

TERMS YOU SHOULD KNOW

Industry Segment—a grouping of similar types of businesses or products under one heading.

One of the best ways to select an **industry segment** in hospitality and tourism is to start by listing your own skills. What are the tasks you do best? Most skills fall into one of three areas: skills dealing with data, skills dealing with people, or skills dealing with things. You will probably find that the majority of your skills will fall into one or two of these areas.

Data Skills	Possible Career Paths
▪ Good in math and science	▪ Positions in forecasting, such as in a corporate planning department of large chains
▪ Enjoy working with computers	▪ Auditors
▪ Like analyzing information, working with graphs, comparing figures, and solving abstract problems	▪ Accountants
	▪ Revenue managers

8 Chapter 1 – Preparing for a Leadership Career

Standards

CCSS RI.11-12.1 Cite strong and thorough textual evidence to support analysis of what the text says explicitly as well as inferences drawn from the text, including determining where the text leaves matters uncertain.

CCTC HT 6.1 Research career opportunities based upon their fit with personal career goals in the hospitality and tourism industries.

CCTC HT 6.2 Match personal interests and aptitudes to careers in the hospitality and tourism industry when researching opportunities within the pathways.

CCTC HT 6.3 Examine entry-level, skilled level, and supervisory positions and the qualifications and skills needed for different levels of hospitality and tourism employment.

People Skills	Possible Career Paths
▪ Enjoy helping people and taking care of their needs ▪ Can take and give advice and instructions ▪ Enjoy supervising and motivating other people and find that they respond to your leadership	▪ Positions that require negotiating, selling, and making decisions ▪ General managers ▪ Marketing and sales managers ▪ Independent restaurant owners ▪ Catering managers ▪ Club managers

Things Skills	Possible Career Paths
▪ Good at building or fixing things ▪ Like to work with your hands and use tools and gadgets ▪ Enjoy setting things up, such as for a party	▪ Chefs ▪ Banquet managers ▪ Bakers ▪ Engineers ▪ Facilities managers

Chapter 1 – Preparing for a Leadership Career   **9**

Discuss

Ask students to think about what they have learned about how skills correlate to different industry segments.

Divide

Divide students into groups of 4-5 people.

List

Each group should brainstorm additional potential careers in each category.

Data Skills: IT, programmer, purchasing agent/clerk, inventory specialist

People Skills: human resources, concierge, maitre d', gaming dealer, travel agent, public relations manager

Things Skills: graphic designer, event planner, security personnel, instructor (tennis, scuba diving, fishing, skiing, dance, yoga, etc.)

Ask

Have each group stand and share two top items on its list (not mentioned by another group). Write the answers on a flip chart or white board.

Resources and Activities

Student Workbook:
What Are My Skills?

PowerPoint:
Chapter 1, Slide 4

Apply Your Learning: Section 1.3

Quiz: Section 1.3

Most of us have skills in more than one area. It is important to identify your skills and rank them according to how much you enjoy using them. This process will help you find an industry segment that suits you.

The type of business you choose for your first hospitality and tourism job puts you into a definite career slot. While skills and experience are usually transferrable within a particular industry segment, it is much more difficult to jump from one kind of industry segment to another. For example, it is unlikely that you would progress from managing a quick service restaurant to being the general manager of a Holiday Inn. Your food and beverage skill set may not necessarily transfer to a lodging property manager as easily as they would transfer to another food and beverage organization. However, you might be able to go from being a rooms division manager of a full service hotel to a rooms division manager of a large cruise ship such as the *Grand Princess* using your lodging skill set. At the same time, it is not unheard of for a person to initially begin pursuing one hospitality segment, realize that a better fit might lie elsewhere, and then make a change.

10   Chapter 1 – Preparing for a Leadership Career

Lesson Plan: 1.3.2 Transferring Skills

Ask students to brainstorm examples of career moves in which skills transfer easily and ones where skills do not transfer easily. For each example, have them identify the skills needed for the positions and explain why they think the skills are or aren't transferrable.

Easily Transferrable:

1. Executive chef at country club—executive chef at an independent restaurant
2. Security at theme park—security at convention center

Not Easily Transferrable:

1. Bus driver—front desk agent
2. Executive housekeeper at mid-range hotel—facilities manager of casino hotel

Section 1.4

Types of Available Positions

The types of management positions available in hospitality and tourism depend on the industry segment. Most hospitality and tourism businesses have a variety of departments, which might include human resources/training, finance/accounting, sales and marketing, IT, operations, customer service, facilities management/engineering, logistics, legal, security, planning, and quality assurance. Each department has its own management structure, or career ladder, with smaller companies having fewer rungs and larger companies having many levels of management positions. The position titles vary but can include: shift supervisor, assistant manager, manager, director, vice president, president, or general manager. The largest hospitality and tourism segments are lodging and food and beverage. This chapter provides a closer look at some of the management job titles in each of these segments.

Lodging

There are many types of lodging properties to choose from. There are luxury hotels, full service hotels, resorts, casino hotels, economy hotels, and other types of properties. Some are independently owned and others are chain affiliated. There are advantages and disadvantages to working at each type of property. Would you rather be part of a large chain or work for an independent operation?

Larger properties have more employees and thus require more supervisors and managers. Smaller properties may only have an owner or general manager. The advantages of working for a chain-affiliated property might include better training, better benefits, more opportunities for advancement, and the ability to easily move to another location. One disadvantage might be that it is harder to get recognized for doing an excellent job with so many other employees. A career with an independent property may offer more chances to be creative, more control, and better learning opportunities for entrepreneurs. Some disadvantages of an independent operation may be lower pay and less staff support. However, in a smaller environment, it is easier to get noticed for the job you are doing.

Within a lodging operation, management positions are available in the following areas:

- **General manager**—chief operating officer of a hotel. Responsible for financial performance, hiring and firing, supervising staff and administering policies, attracting guests and making sure they are safe, and many other duties.
- **Catering managers**—promote and sell the hotel's banquet facilities; plan, organize, and manage banquets. Knowledge of food and beverage costs, preparation techniques, pricing, social customs, and etiquette are essential.
- **Engineering/Maintenance**—chief engineers are responsible for the physical operation of the hotel, such as plumbing, heating, air conditioning, electrical, ventilation, and refrigeration systems. They may need various licenses.
- **Food and beverage managers**—direct the production and service of food and beverage. They are responsible for training kitchen staff, planning menus and selecting wines, pricing and cost control, and ensuring quality control.

Chapter 1 – Preparing for a Leadership Career   **11**

Lesson Plan: 1.4.1 Chain vs. Independent

Students will learn about some of the differences between working for a large chain and an independent operation:

Chain: a related set of hospitality and tourism businesses in different locations that are either under shared corporate ownership or franchising agreements. Chains often share the same name (or variation of the same name), central management, and standardized business methods and practices.

Independent: a unique business owned by an individual or group. The business sets its own policies and procedures and makes its own decisions.

Resources and Activities

PowerPoint: Chapter 1, Slide 5

Ask

Have students make a list of chain and independent hospitality and tourism businesses in their neighborhood. Ask them to include 5 businesses in each category.

Discuss

As consumers, we make choices about the types of businesses we patronize. For example, when you are deciding where to eat, you might make a choice between a chain restaurant or an independent establishment. What are some reasons you might choose one over the other?

Chain

- You know what to expect
- Consistent service

Independent

- Interesting menu options
- Personalized service

Part 2

Compare

When applying for jobs in the hospitality and tourism industry, you will also have to make a choice between working for a chain affiliated property/business or an independent one. What are some differences you might experience? Which do you think you would prefer? Why?

- **Finance and accounting**—the controller is in charge of the accounting department and all its functions, such as the management of payroll, guest accounts, credit, and all cashiering activities. The controller also prepares the budgets and monthly reports showing revenues and expenses.
- **Human resources managers**—responsible for recruiting, training, employee relations, and ensuring compliance with affirmative action and equal employment opportunity policies.
- **Marketing and sales**—marketing managers develop and implement a marketing plan and budget. Sales managers develop sales promotions and make sales calls on prospects for group and individual business.
- **Rooms management**—responsible for the front office, reservations, housekeeping, gift shops, and recreational facilities. In small hotels, rooms managers are also in charge of security.
- **Management information systems (MIS)**—responsible for managing all the computers used on the property, the company's corporate portals, and central reservation systems; writing simple computer programs and instructions for use; and troubleshooting and problem-solving.

Food and Beverage

Just as there are different types of lodging properties, there is a wide variety of food and beverage operations. Chain restaurants include fast food, or quick service, restaurants like McDonald's and Burger King. Fast casual restaurants, such as Chipotle and Lettuce Entertain You, are the fastest growing segment of the restaurant industry today. Casual dining chain restaurants, such as Chili's, Olive Garden, and Outback Steakhouse, are also popular.

Sample Career Ladders—Lodging

Independent restaurants are owned and operated by independent entrepreneurs. At the top of this group are luxury restaurants. Many independent restaurants are locally-owned and focus on a specific market niche, such as ethnic cuisine, locally-sourced food, **gastropubs**, and craft breweries. Other types of food service opportunities are social catering, contract food companies, and institutional food service.

A restaurant is usually a small business, with average sales of $535,000 annually. That means that most of the management opportunities in this field, even with large chains, are typically operational or "hands-on" management, as opposed to corporate jobs behind a desk. The duties of a food service manager are generally similar across different food service operations, from independent restaurants to cruise ships to retirement homes.

Chain restaurants recruit the majority of their managers from hospitality schools. Entry-level jobs for college graduates with hospitality degrees are often on the assistant manager level, with progression to manager, then district manager responsible for a group of restaurants, and then to regional manager. Although there is little opportunity for individuality or creativity, these companies offer many prospects for advancement and good benefits. For example, Burger King multi-unit managers can earn between $55,000 and $100,000 a year, plus bonuses and benefits. In addition, if you dream of owning a franchise, the franchise company may help you if you have worked hard in one of its franchises. Most other restaurants have a similar management structure, with a general manager at the top and assistant managers managing the dining room, kitchen, or beverage service. Other typical food service management positions include head chef, maître d', and banquet manager.

TERMS YOU SHOULD KNOW

Gastropub—a bar and restaurant that serves high-end beer and food in a casual atmosphere.

Sample Career Ladders—Food Service

Full-Service Hotel Food & Beverage Operations

Chain Restaurants

Chapter 1 – Preparing for a Leadership Career — 13
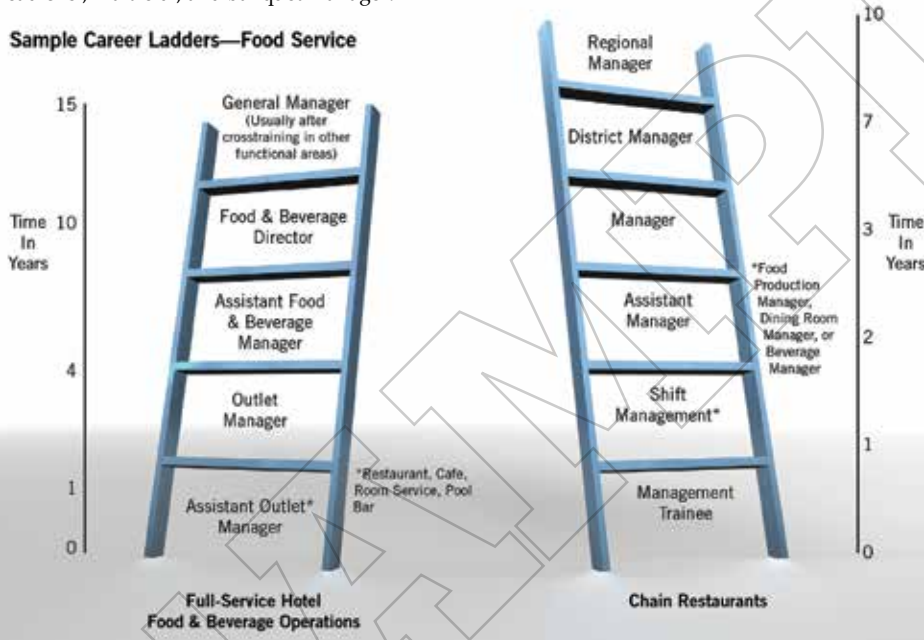
Assign

Provide students with a list of potential management positions in lodging or food service. Ask students to choose one position.

Ask

Have students develop a career plan for their chosen position. The plan should include:

- Career goal
- Length of time needed to achieve target career
- Prerequisite positions that must be held
- Skills required

Resources and Activities

Student Workbook: Independent vs. Chain

PowerPoint: Chapter 1, Slide 6

Apply Your Learning: Section 1.4

Quiz: Section 1.4

Lesson Plan: 1.4.2 Climbing the Ladder

Discuss

Discuss the concept of "climbing the ladder" with students.

Explain

Tell students that how quickly people move from one position to another in an organization may depend on a variety of factors, such as:

- How quickly they learn new skills
- Turnover (employees leaving the organization)
- The economy
- Organizational needs

Classroom Activity: Leaders in History

Introduce

Leadership is a term that has different meanings for different people. The traits that make up a good leader can vary depending on the organization, team, and environment. However, effective leaders in various fields share certain characteristics.

List and Discuss

The following list includes some great leaders from history. Use the list provided, or ask students to name some great leaders in history they are familiar with. Discuss each person's leadership characteristics. Keep a running list on the white board or flip chart.

- Mahatma Gandhi
- Abraham Lincoln
- Martin Luther King, Jr.
- Napoleon Bonaparte
- Joan of Arc
- Eleanor Roosevelt

Apply

Ask: How can the traits we listed be applied to leadership in business?

Present

Ask students to choose a leader they admire and write a leadership profile of the chosen individual. The profile should include the leader's major accomplishments and leadership traits.

Section 1.5

Traits of Leaders

Most employees want their managers to be great leaders, but few feel their managers actually have leadership traits. Listed below are some traits that effective leaders share. Think about leaders you admire. Which of these traits do they have? Which do you think you have?

Strong Desire to Succeed—As a manager, you must have the energy and endurance to complete difficult tasks. You will probably work longer hours than you did before. You must have high expectations for yourself and work hard to meet those goals. You must also show your employees that you want them to succeed. Help employees gain the skills they need to meet standards and expectations.

Job Knowledge—Your ideas will be given more respect if you understand what you are talking about and have the ability to perform in all areas of your job. If you want to be a good leader, read trade magazines, attend training seminars, take online courses, or sign up for classes toward a degree in hospitality.

Good Judgment—Having good judgment means looking at all possible courses of action and choosing the right one. It is important to look at what is good for the company long term, not just what you think is appropriate at that moment.

Value People—Leaders must be able to manage people effectively in order to be innovative and to capitalize on the advantages a varied workforce brings to the organization.

Empathy—A leader who has empathy, or the ability to understand how others might feel, cares about his or her employees and helps them get along with one another. Empathy means following the Golden Rule—treat others the way you want to be treated.

Alexander the Great, born in Pella in 356 B.C., was tutored by Aristotle until the age of 16. By the time he was 30, he had created one of the largest empires of the ancient world, stretching from the Ionian Sea to the Himalayas. He was undefeated in battle and is considered one of history's most successful leaders.

14   Chapter 1 – Preparing for a Leadership Career

Self-confidence—You must have self-confidence and stand up for your beliefs. However, be careful not to become so confident that you forget to take others' viewpoints into account.

Creativity—Use creativity to improve processes, motivate employees, and enhance guest experiences. Encourage your employees to share their ideas with you, and give them proper credit when their ideas are implemented.

Enthusiasm and Optimism—When you are eager and cheerful, you are better able to motivate yourself and others. Smile often and sit and stand up straight. The way you feel on the inside shows on the outside.

Responsibility—Employees will not like or respect a leader who takes credit for everything that goes right and blames others for things that go wrong. By the same token, employees will not respect a leader who does not hold them accountable for their actions, or lets them "get away with things." Responsible leaders admit and learn from their mistakes.

Analytical Skills—Effective leaders are always looking for ways to do things better. They analyze the information they have and draw conclusions from it. This helps them plan for future challenges.

Lesson Plan: 1.5.1 Leadership Traits

Introduce

Tell students that effective leaders in the hospitality and tourism industry usually share the following leadership traits:

- Strong desire to succeed
- Job knowledge
- Good judgment
- Value people
- Empathy
- Self-confidence
- Creativity
- Enthusiasm and optimism
- Responsibility
- Analytical skills

Discuss

Brainstorm additional leadership traits with students and list them on a flip chart or white board. Answers may include: honesty, passion, communication, collaboration, fearlessness, humility, integrity, engagement, determination, risk-taking, intelligence, constancy.

Resources and Activities

Student Workbook: What Leadership Traits Do I Possess?

PowerPoint: Chapter 1, Slide 7

Apply Your Learning: Section 1.5

Quiz: Section 1.5

Section 1.6

Traditional Management Styles

TERMS YOU SHOULD KNOW

Autocratic Manager—stresses immediate, short-term results over concerns about people; expects to be obeyed without question and makes decisions without staff input.

Bureaucratic Manager—makes decisions by enforcing rules, regulations, policies, and procedures that are already in place; resists change.

Democratic Manager—focuses more on participative process than on short-term results; shares decision-making and problem-solving responsibilities with staff and is open to new ideas.

Laissez-faire Manager—provides little or no direction and gives employees as much freedom as possible.

Four traditional styles are those of the autocratic, bureaucratic, democratic, and laissez-faire managers. Management styles are patterns of behavior that managers use to interact with other managers and with their staff.

Autocratic managers stress immediate, short-term results over concerns about people. They often give orders without explanations and expect employees to obey them without question. They make decisions without staff input and don't usually delegate work. Employees often become extremely dependent on autocratic managers. Work gets done when the manager is present, but things fall apart when the manager isn't there. Since employees are given little input about how to perform their jobs, they learn to simply follow orders.

Bureaucratic managers make decisions by enforcing rules, regulations, policies, and procedures that are already in place. Concerns for results and for people take a back seat to doing things the way they have always been done. Bureaucratic managers resist change. They rely on higher levels of management to make decisions about issues that are not covered "by the book." Employees of bureaucratic managers suppress their initiative and simply follow the rules. When no rule seems to apply to a situation, they cease to act and call the manager.

Lesson Plan: 1.6.1 Management Styles

Review and discuss the four traditional management styles:

1. Autocratic
2. Bureaucratic
3. Democratic
4. Laissez-faire

Democratic managers are almost the reverse of autocratic managers. They tend to focus more on the participative process than on short-term, immediate results. They keep employees informed about matters that directly affect their work and often delegate so employees can gain more experience and job satisfaction. Democratic managers share decision-making and problem-solving responsibilities with their staff. They are open to new ideas and often champion change within their organizations. These managers want employees to be less dependent on them and to take the initiative to get things done themselves.

Laissez-faire managers provide little or no direction and give employees as much freedom as possible. With this style, managers make themselves available for meeting with employees, but they give them the power to develop their own goals, make decisions, and solve problems without direct supervision. Managers are more likely to use this style with a few experienced employees rather than their entire staff. Workers look to a laissez-faire manager not as a boss, but rather as someone who is standing by to help them only if they are needed. Under this management style, workers may produce high-quality work for long periods.

Ask

Ask students to think of leaders they know or have known in the past (such as bosses, teachers, troop leaders, youth group leaders, team captains, class or club presidents, coaches, or other leaders).

Discuss

Prompt student discussion using the following questions:

- Which management style did the leader use?
- How did you feel about the style of management employed? Was it effective for you? For others in the group/team?
- Was the style effective for all situations/circumstances?
- If not, which style do you feel might have been more effective? Why?

Resources and Activities

Apply Your Learning: Section 1.6

Quiz: Section 1.6

CCSS *RI.11-12.5*
CCTC *HT 2.1*

Section 1.7

Varying Your Leadership Style

Which management style is the most effective? There are positive and negative aspects to each style. For example, while many find the democratic style the most appealing, even this style—when taken to extremes—can stifle an organization. Democratic managers may overanalyze situations, waste time in unproductive meetings, and give up responsibility through excessive delegation.

Most people think that the autocratic manager has no place in today's work world. However, there are situations in which a manager may need to play this role. This is often the case in times of great stress, because in such situations there may not be time to do things by the book or to consult with employees. For example, consider what happens when twice the expected number of guests need to be served at lunch. The manager must make quick, autocratic decisions to coordinate the staff's actions and deal with the crisis.

While there are some negatives to being a bureaucratic manager, every management position has some bureaucratic functions. For example, legal issues related to hiring and firing require managers to strictly adhere to established policies and procedures. Reckless autocratic or democratic decisions could result in expensive lawsuits.

Many employees probably wish they had a laissez-faire manager who allowed them to do whatever they wanted. However, inexperienced employees would be lost without some level of leadership. They might find themselves behind on work and not sure which projects should be prioritized.

The most effective managers don't restrict themselves to one management style for every situation. Just as a chameleon changes color to help it survive in different environments, recent trends suggest that today's managers need the flexibility to adopt different styles for specific circumstances.

18   Chapter 1 – Preparing for a Leadership Career

Hurdles to Effective Leadership

Flexibility, however, is not entirely within a manager's control. Three of the most important factors limiting a manager's flexibility in adopting different management styles are the manager's personal background, the characteristics of the organization's employees, and the culture of the organization.

The manager's personal background includes personality, knowledge, attitudes, feelings, and experiences. Some managers feel comfortable delegating work and recognize the need to involve employees in a team approach to resolving problems. Other managers prefer to do almost everything themselves. A manager who has been successful with a particular management style may not be willing to adopt a different one. After all, if it works, why change it?

Employee characteristics often limit which management styles a manager can effectively adopt. Departments with a large number of new and inexperienced employees might benefit from autocratic and bureaucratic styles. An experienced team of employees might benefit from a more democratic approach. The ability of employees to work well in teams might also affect which styles a manager can choose.

The greatest limiting factor in a manager's choice of management styles may be the structure and culture of the organization. Managers invite disaster when they adopt styles that don't fit the traditions or values of their organizations. For example, the democratic style fits well in corporate cultures with relatively few levels of management. Being an autocratic or bureaucratic manager in such an environment would most likely lead to failure.

Student Workbook:
Which Style Should
You Use?

PowerPoint:
Chapter 1, Slide 9

Apply Your Learning:
Section 1.7

Quiz: Section 1.7

Test: Chapter 1

Chapter 1 – Preparing for a Leadership Career   19
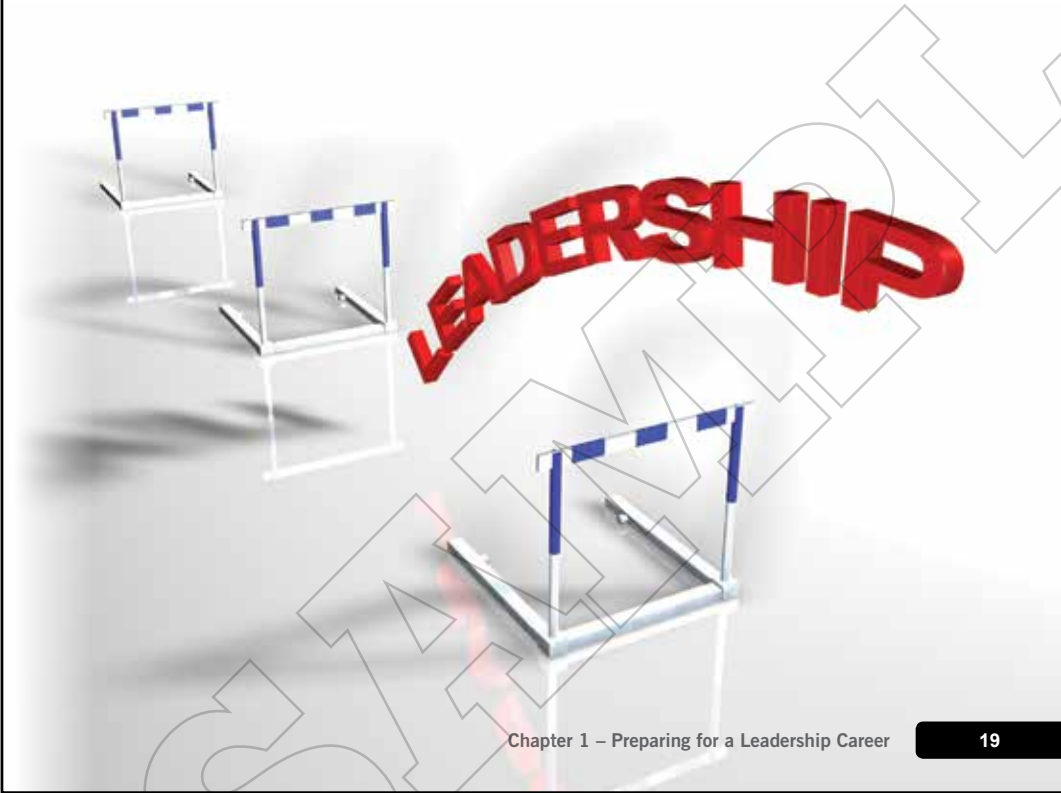
Lesson Plan: 1.7.1 Hurdles to Effective Leadership

Introduce

Factors limiting a manager's flexibility in adopting different management styles:

- Manager's personal background
- Characteristics of the organization's employees
- Culture or structure of the organization

Section 1.1

1. Hospitality and tourism is one of the fastest-growing industries in the world. It's a large industry with a wide choice of places to live and work.

2. Answers will vary but may include: clubs, casinos, hospitals, nursing homes, universities and schools, cafeterias, prisons, corporate dining rooms, snack bars, cruise ships, museums, bus companies, airlines, and management companies.

Section 1.2

1. Advantages: more career options, varied work, opportunities for creativity, working with people, not "9 to 5," long-term career growth, perks. Disadvantages: long hours, nontraditional schedules, pressure, low beginning salaries.

2. They might design new products to meet guest needs, produce training programs for employees, or implement challenging advertising, sales promotion, and marketing plans.

3. If you are ambitious and hard-working, you can move up quickly.

4. Some people may like flexible hours that allow them to go to school or take care of family during the day and work at night. Others may not enjoy having to work on the weekends when most people are off.

Section 1.3

1. A grouping of similar types of businesses or products under one heading.

3. A skills inventory can help you decide which category most of your skills fall into: data, people, or things.

1. Facilities management, banquet management

2. Because skills and experience are usually transferrable within a particular industry segment, but it is more difficult to jump from one segment to another.

Section 1.4

1. Large hotel chain: better training, better benefits, more opportunities for advancement, the ability to easily move to another location. Independent hotel: more chances to be creative, more control, better learning opportunities for entrepreneurs.

Apply Your Learning

Section 1.1
1. Why does the hospitality and tourism industry offer such a wide variety of career options?
2. Name three organizations where hospitality managers might work.

Section 1.2
1. What are some advantages and disadvantages of a career in hospitality?
2. How can hospitality managers be creative?
3. Why is a job in hospitality good for long-term career growth?
4. Why might some people like the nontraditional schedules in the hospitality industry while others do not?

Section 1.3
1. What is an industry segment?
2. How can a skills inventory help you decide on a career path?
3. If you like building and fixing things, which career paths might you be suited for?
4. Why is it important to choose wisely when deciding on an industry segment?

Section 1.4
1. What are the advantages of working for a large hotel chain? For an independent hotel?
2. What are some management positions in the lodging industry?
3. Should a hospitality student bypass quick-service restaurant management opportunities? Why or why not?
4. What are some management positions in the food service industry?

Section 1.5
1. Why is a strong desire to succeed an important trait of an effective leader?
2. What does it mean to follow the Golden Rule?
3. How can having too much self-confidence become detrimental to good leadership?
4. Why is responsibility an important leadership trait?
5. How can you show enthusiasm and optimism as a leader?

Section 1.6

1. Which type of manager emphasizes immediate, short-term results over concerns about people in the organization?
2. List some characteristics of a bureaucratic manager.
3. In what kind of a situation would a laissez-faire management style work best?
4. What type of manager is most likely to share decision-making and problem-solving responsibilities with staff?
5. Which type of management style is most appropriate when new, untrained employees who do not know which tasks to perform or which procedures to follow join the team?

Section 1.7

1. Why is a flexible management style considered the best?
2. What is the greatest factor limiting a manager's choice of management style and why?
3. What bureaucratic functions do most management positions have?
4. How might a manager's personal background limit the choice of management style?

2. General manager, catering, engineering/maintenance, food and beverage, finance and accounting, human resources, marketing and sales, rooms, MIS.
3. Although there is little opportunity for creativity, these positions offer many prospects for advancement, good benefits, and franchise opportunities .
4. General manager, assistant manager, F&B director, outlet manager, shift manager, chef, banquet manager, kitchen manager.

Section 1.5

1. You must have the energy and endurance to complete difficult tasks, work long hours, and motivate employees.
2. The Golden Rule means treating others the way you want to be treated.
3. Having too much self-confidence can cause you to forget to take others' viewpoints into account.
4. Employees have more respect for leaders who take responsibility for their actions and learn from their mistakes and who hold employees accountable for their actions.
5. Smile often and stand up straight. Be eager and cheerful.

Section 1.6

1. Autocratic managers
2. Make decisions by enforcing rules, resist change, do things "by the book."
3. With a few experienced employees rather than the entire staff.
4. Democratic manager
5. Autocratic or bureaucratic

Section 1.7

1. It allows the manager the flexibility to adopt different styles for specific circumstances.
2. The structure and culture of an organization. Adopting styles that do not fit with the values and traditions of an organization can lead to failure.
3. Legal issues related to hiring and firing require managers to strictly adhere to established policies and procedures.
4. A manager's personality, knowledge, attitudes, feelings, and experiences will affect which styles they feel comfortable adopting.

Competency and Common Core Standards

Competency and Common Core Standards Matrix

Chapter	Section	Objective/Competency	CCSS
		Chapter 1	
1	1.2	List the advantages and disadvantages of a career in hospitality and tourism, and list the benefits for choosing a career in this industry	SL.11-12.2
1	1.3	Describe segments of the hospitality and tourism industry, and explain the process for selecting an industry segment in which to work.	RI.11-12.1
1	1.4	Identify the types of leadership positions available in the hospitality and tourism industry.	RH.11-12.9
1	1.5	Identify traits of effective leaders.	RI.11-12.7
1	1.6	Define traditional management styles.	RI.11-12.3
1	1.7	Explain the importance of varying your leadership style in response to organizational needs.	RI.11-12.5
		Chapter 2	
2	2.2	Identify 21st century leadership styles.	RH.11-12.2
2	2.3	Identify why leaders must create leadership development goals and a path for meeting those goals.	RH.11-12.2
2	2.4	Define power and empowerment, and describe how these concepts tend to play out in centralized and decentralized organizations.	RH.11-12.4
	2.5	Explain the need for respect and value for diversity in the hospitality and tourism industry.	SL.11-12.4
2	2.6	Describe how managers can lead employees to meet the needs of global guest audiences.	RI.11-12.3
2	2.7	Analyze the challenges and opportunities in welcoming diverse cultures to your property.	RI.11-12.5
		Chapter 3	
3	3.2	Identify the leadership skills and processes that lead to a seamless guest cycle.	RH.11-12.1
3	3.3	Describe how employee empowerment contributes to effective guest recovery.	SL.11-12.4
3	3.4	Explain how problem solving contributes to leadership processes in hospitality and tourism.	RI.11-12.7
		Chapter 4	
4	4.2	Describe why modeling inclusive behavior is an important skill for hospitality and tourism managers.	RH.11-12.2
4	4.3	Identify how managers should apply property standards to the guest experience.	RH.11-12.9
4	4.4	Identify the role of Guest Service Measurement (GSM) in managing the guest experience.	SL.11-12.2
4	4.5	Explain how a manager leads a GOLD guest service team.	SL.11-12.4

Chapter	Section	Objective/Competency	CCSS
4	4.6	Describe the benefits of green practices and the role hospitality and tourism managers play in implementing them.	RST.11-12.2
Chapter 5			
5	5.2	Describe the purpose of a mission statement.	L.11-12.4
5	5.3	Explain the importance of communicating the purpose and role of their job positions to employees.	SL.11-12.1c
5	5.4	Identify the steps involved in setting performance goals and ensuring that employee performance meets property standards.	RI.11-12.2
5	5.5	Describe proper workplace etiquette for listening, speaking, and writing.	SL.11-12.1b
5	5.6	Explain communication strategies that can help managers deal with difficult employees.	SL.11-12.1d
5	5.6	Review the sources of conflict and describe basic strategies that can be used to manage conflict.	SL.11-12.3
5	5.7	Define different aspects of guest communication.	RST.11-12.4
5	5.8	Explain why media training for leaders in hospitality and tourism is necessary.	SL.11-12.5
Chapter 6			
6	6.2	Identify the key duties and responsibilities of the front office manager.	RI.11-12.3
6	6.3	Identify the reports attached to the night audit process.	HSA-REI.B.3
6	6.4	Describe how labor costs are managed by the front office.	RST.11-12.9
6	6.5	Explain the role of job descriptions and specifications in measuring employee performance.	RST.11-12.3
6	6.6	Summarize the role of the front desk in selling to guests.	SL.11-12.1d
6	6.7	Identify green practices that can be initiated and implemented by the front office.	RST.11-12.1
Chapter 7			
7	7.1	Identify which positions report to the executive housekeeper.	RST.11-12.7
7	7.2	Identify the duties and responsibilities of the executive housekeeper.	RST.11-12.9
7	7.3	Explain how the housekeeping department manages the budget process.	RST.11-12.5
7	7.4	Identify methods housekeeping management can implement to control labor and linen expenses.	RST.11-12.3
7	7.5	Describe how the executive housekeeper develops, communicates, and monitors performance standards for housekeeping staff.	SL.11-12.4

Chapter	Section	Objective/Competency	CCSS
7	7.6	Explain how the training of housekeeping staff is conducted.	SL.11-12.4
7	7.7	Discuss housekeeping management's role in promoting sustainable green practices.	RI.11-12.1
Chapter 8			
8	8.2	Summarize the duties and responsibilities of the chief engineer.	RI.11-12.1
8	8.3	Analyze how ADA improvements affect the budgetary process.	RI.11-12.3
8	8.4	Identify various measures facilities managers can take to manage and conserve energy.	RST.11-12.2
8	8.5	Describe common emergency systems and their associated maintenance procedures.	SL.11-12.4
8	8.6	Explain the benefits of using green building materials.	RST.11-12.1
8	8.6	Identify ways the facilities management team can reduce a property's carbon footprint.	RST.11-12.1
Chapter 9			
9	9.2	Identify the organizational structures of various food and beverage operations and describe how restaurants attract and retain staff.	RST.11-12.2
9	9.3	Explain the steps involved in menu planning and menu design, and explain the value of periodic menu evaluation.	RST.11-12.3
9	9.4	Describe procedures and issues involved with purchasing, receiving, storing, issuing, and controlling food and beverage operation supplies and equipment.	RST.11-12.4
9	9.5	Describe the process of planning the design and choosing the décor of food and beverage operations, and summarize the cleaning process.	RST.11-12.5
9	9.6	Describe the critical role of food sanitation in food and beverage operations, and outline workplace safety responsibilities of managers.	RST.11-12.8
9	9.7	Discuss labor and revenue control, and explain how food and beverage managers forecast sales.	HSA-REI.B.3
9	9.8	Explain how food and beverage operations are addressing requests for healthier food options, sustainable foods, and food allergy issues.	SL.11-12.1d

Chapter	Section	Objective/Competency	CCSS
		Chapter 10	
10	10.1	Outline the types of positions available to event planners, and describe the benefits of banquets and catered events for food and beverage operations.	SL.11-12.4
10	10.2	Explain how banquets and catered events are booked and planned, and describe function books, contracts or letters of agreement, and function sheets.	RI.11-12.2
10	10.3	Summarize how banquet and catering operations prepare to provide service to clients during an event, from setting up function rooms to scheduling staff members, and preparing, plating, and storing food.	RI.11-12.3
10	10.4	List challenges that managers and staff members face during banquets, and list examples of protocol issues.	SL.11-12.4
10	10.5	Describe the types of controls that banquet managers must practice, and explain how guest comments can be collected and used.	RI.11-12.3
		Chapter 11	
11	11.2	Identify the four basic rules in preparing for interviews, and assess the strengths and weaknesses of different types of interview approaches, and differentiate between closed-ended and open-ended questions.	RH.11-12.1
11	11.3	Identify the employment laws that impact the hospitality and tourism industry and the role of human resources managers in applying these laws.	RI.11-12.8
11	11.4	Distinguish between direct and indirect compensation, and identify factors that influence pay.	RH.11-12.7
11	11.5	Explain the concept of corporate social responsibility, and describe examples of how hospitality and tourism companies are including corporate social responsibility initiatives in their organizations.	RH.11-12.3
		Chapter 12	
12	12.1	Discuss how revenue centers and cost centers are managed to ensure a property's profitability.	SL.11-12.1a
12	12.2	Identify the components of income statements and balance sheets.	RST.11-12.4
12	12.3	Distinguish between operations and capital budgets and explain how to use each appropriately.	RST.11-12.5
12	12.4	Explain the purpose of revenue management in the hospitality and tourism industry.	SL.11-12.4
12	12.5	Use productivity standards and staffing guides to manage labor costs.	RST.11-12.9

Chapter	Section	Objective/Competency	CCSS
12	12.6	Identify the tax responsibilities a hospitality and tourism leader must manage.	RST.11-12.7
Chapter 13			
13	13.1	Describe the organization of marketing departments, and explain management's role in marketing.	RI.11-12.1
13	13.2	Summarize the marketing mix: the four Ps and the four Cs.	SL.11-12.4
13	13.3	Identify the steps of a marketing plan.	SL.11-12.6
13	13.4	Describe the channels of distribution within the hospitality and tourism industry.	RST.11-12.1
13	13.5	Explain how to prepare a marketing budget.	RST.11-12.8
13	13.6	Identify trends that affect marketing in the hospitality and tourism industry.	RST.11-12.9
Chapter 14			
14	14.2	Describe training techniques managers can use to build an effective sales team.	SL.11-12.4
14	14.3	Identify the methods used to manage an effective sales team.	RST.11-12.2
14	14.4	List the tools and processes used to sell to global audiences.	RST.11-12.7
14	14.5	Outline the needs of special market segments and the sales strategies used to reach those segments.	RST.11-12.9
14	14.6	Summarize strategies for selling to the digital traveler.	SL.11-12.5
Chapter 15			
15	15.1	Describe why workplace safety is a significant responsibility of the hospitality and tourism manager.	SL.11-12.4
15	15.2	Explain the benefits of a workplace safety committee, its goals, and its communication processes.	SL.11-12.6
15	15.3	Define risk management, and identify the steps of the risk management process.	RI.11-12.1
15	15.4	Identify ways to follow OSHA requirements.	RI.11-12.8
Chapter 16			
16	16.1	Describe how security should be used as a management tool.	RI.11-12.1
16	16.2	Explain how surveillance, safe deposit boxes, and access control measures are used to protect guests and assets.	SL.11-12.6
16	16.3	Summarize the nature of employee security issues, and identify the role of human resources in dealing with them.	SL.11-12.4
16	16.4	Identify what should be considered in an emergency preparedness plan, and detail the role of the media relations spokesperson.	RST.11-12.8

CCTC Hospitality and Tourism Career Cluster

CCTC Hospitality & Tourism Career Cluster

* A "W" after the section number indicates that the standard is covered in the Student Workbook

Number	Standard	Year 1 Section	Year 2 Section
HT1	Describe the key components of marketing and promoting hospitality and tourism products and services.		
1.1	Demonstrate knowledge of marketing techniques commonly used in the hospitality and tourism industry to sell a product or service. • Identify the elements of marketing. • Compare/contrast different marketing packets. • Develop strategies for making a sale.	13.3, 13.4, 13.5, 14.4	13.2, 13.3, 13.4, 13.6, 14.4, 14.5, 14.6
1.2	Identify effects of the economy on the hospitality and tourism industry to effectively plan products and services. • Describe how economics applies to the hospitality and tourism industry. • Discuss the importance of the hospitality and tourism industry to the U.S. economy. • Explain the effects that supply and demand have on the hospitality and tourism industry.	1.1, 3.4	1.1, 2.2, 2.6, 2.7, 9.1, 13.4
HT2	Evaluate the nature and scope of the Hospitality & Tourism Career Cluster ™ and the role of hospitality and tourism in society and the economy.		
2.1	Identify management styles within a variety of organizational structures. • Define industry management terms including yield, yield management, no-show, discount inventory control, overbooking, and spoilage. • Compare/contrast management of different organizational structures including independently owned, chain-affiliated, and corporations in the industry.		1.4, 1.6, 1.7, 2.2, 2.4, 6.2, 9.7, 12.4
2.2	Trace the development of the hospitality and tourism industry to understand the overall structure. • Discuss the current trends in society and how they affect hospitality and tourism.	1.1, 1.2	2.6, 3.2, 9.1, 11.5, 13.6, 14.6
HT3	Demonstrate hospitality and tourism customer service skills that meet customers' needs.		
3.1	Use customer comments to guide customer satisfaction policies. • Assess the importance of customer satisfaction. • Devise strategies for maximizing customer satisfaction. • Role-play customer dissatisfaction scenarios.	4.5, 4.6	3.2, 3.3, 4.4, 4.5

Number	Standard	Year 1 Section	Year 2 Section
3.2	Integrate the principles of customer service to positively impact organizational performance. • Describe how customer service affects a company's bottom line.	5.4	3.2, 4.3, 4.5
3.3	Identify and compare services and products from related industries to understand how they affect hospitality and tourism products and services.	5.5W	2.6, 5.7, 6.7, 8.6, 9.8, 13.6
HT4	Describe employee rights and responsibilities and employers' obligations concerning occupational health and safety in the hospitality and tourism workplace.		
4.1	State the rationale for rules and laws designed to promote safety and health in the workplace. • Identify key rights of employees related to occupational safety and health. • Identify the responsibilities of employers related to occupational safety and health. • Explain the role of government agencies in providing a safe workplace. • Illustrate compliance with OSHA safety regulations and practices.	10.6, 15.1, 15.2, 15.3, 15.4	9.5, 9.6, 15.1, 15.2, 15.3, 15.4
4.2	Assess workplace conditions with regard to safety and health. • Follow industry standards to comply with safety regulations and practices. • Review safety and sanitation procedures applicable to the workplace.	15.4, 15.5	9.6, 15.2, 15.4
4.3	Demonstrate application of legal policies to comply with laws regarding hiring, harassment, and safety issues.	16.2	6.5, 8.5, 11.2, 11.3, 16.3

Number	Standard	Year 1 Section	Year 2 Section
HT5	Identify potential, real and perceived hazards and emergency situations and determine the appropriate safety and security measures in the hospitality and tourism workplace.		
5.1	Outline safety and security issues for individuals and groups to minimize risks. • Create a solution to guest/customer exposure to a health hazard. • Identify ways to manage guests/customers facing a threat. • Identify ways to prevent common safety hazards. • Develop and role play mock emergency situations. • NEW: Create a plan of action to manage guests with special needs (disabilities, handicap accessibility, etc.).	15.1W, 15.2W, 15.3W, 16.5W, 16.6W	6.2, 8.5, 9.5, 9.6, 9.8, 15.1
5.2	Identify resources to utilize in various emergency situations for self, co-workers, and guests/customers. • Detail steps to use in medical emergencies. • List resources for assistance with environmental issues. • Name the resources for assistance in crimes or accidents. • Detail how to access help in a terrorist situation.	13.3, 16.5, 16.6	16.4, 16.4W
5.3	Create response plans to cope with hazards and emergency situations applicable to the hospitality and tourism industries.	16.5W, 16.6, 16.6W	15.3, 16.4

Number	Standard	Year 1 Section	Year 2 Section
HT6	Describe career opportunities and means to attain those opportunities in each of the Hospitality &Tourism Career Pathways.		
6.1	Research career opportunities based upon their fit with personal career goals in the hospitality and tourism industries. • Locate and interpret career information for at least one career cluster. • Identify job requirements for career pathways. • Identify educational and credentialing requirements for career cluster and pathways.	2.2, 2.3, 2.4, 2.5, 2.6, 4.4	1.2, 1.3, 1.4
6.2	Match personal interests and aptitudes to careers in the hospitality and tourism industry when researching opportunities within the pathways. • Identify personal interests and aptitudes. • Identify job requirements and characteristics of selected careers. • Compare personal interests and aptitudes with job requirements and characteristics of career selected. • Modify career goals based on results of personal interests and aptitudes with career requirements and characteristics.	2.5, 2.6	1.3, 1.3W, 1.4, 1.5
6.3	Examine entry-level, skilled level, and supervisory positions and the qualifications and skills needed for different levels of hospitality and tourism employment.	2.4, 2.4W, 7.2W, 7.4W	1.3, 1.4
6.4	Develop a career plan for advancement in hospitality and tourism careers.	2.3W	2.3
6.5	Identify ethical issues and concerns in the hospitality and tourism career field.	2.9, 2.9W, 5.3, 10.9	11.3, 11.5, 15.1

CCTC Career Pathway

CCTC Lodging Career Pathway

*A "W" after the section number indicates that the standard is covered in the Student Workbook.

Number	Standard	Year 1 Section	Year 2 Section
HT-LOD 1	Use various communication technologies to accomplish work tasks in lodging facilities.		
1.1	Demonstrate the proper use of telecommunications equipment to manage calls. • Describe the functions of a call accounting system. • Describe the functions of automatic call dispensing and automatic call detection features.	6.4	5.7
1.2	Utilize telephone and facsimile resources to optimize gust service. • Detail the types of incoming calls. • Outline procedures for processing messages for guests. • Outline how faxes for guests are handled by lodging staff. • Describe how wake-up calls are delivered through the telecommunication system.	6.4	5.7
1.3	Evaluate current and emerging technological services to improve guest service. • Explain how voice mail systems meet guest needs. • Explain how internet services meet guest needs. • Explain how TDD systems meet the needs of disabled guests. • Explain how emerging technology for telecommunications services enhances the guest experience.		4.2, 5.7
HT-LOD 2	Explain the role and importance of housekeeping operations to lodging facility.		
2.1	Describe how the housekeeping department in hotel operations is organized and divides responsibilities. • Discuss the responsibilities of room cleaning, public areas, laundry, and other areas of the housekeeping department.	8.1, 8.2, 8.3, 8.4	7.1, 7.2
2.2	Create standards and procedures for effective housekeeping operations. • Summarize how housekeeping standards are to be used to guide the daily tasks of housekeeping personnel. • Identify the standards to be followed for guestroom cleaning and the public areas of the lodging facility.	8.2, 8.3	7.5, 7.6

Number	Standard	Year 1 Section	Year 2 Section
2.3	Identify the cleaning responsibilities of housekeeping for guestrooms, public areas, back-of-house, and other facilities. • Demonstrate the cleaning process in each area.	8.1, 8.2, 8.3	7.1, 7.2
2.4	Explain the use of productivity standards to guide cleaning personnel in time-based housekeeping tasks. • Estimate time for cleaning each area of the lodging facility.	8.2	12.5
2.5	Explain the use of frequency schedules to maintain cleaning standards. Describe how frequency schedules are determined for guestroom cleaning and for cleaning all other areas of the lodging facility.		7.2
2.6	Describe the use of the room status report in the housekeeping department. • Describe the criteria used to assign guestrooms for cleaning.		7.2
2.7	Conduct a physical inventory. • Distinguish between recycled and non-recycled inventories. • Calculate the number of linens needed for full occupancy. • Establish order points for non-recycled inventory based on minimum and maximum quantities.	8.5, 8.7	
HT-LOD 3	Allocate staff positions to meet the needs of various lodging departments.		
3.1	Distinguish between fixed and variable staff positions. • Define fixed labor as it applies to housekeeping. • Define variable labor as it applies to housekeeping.		7.4
3.2	Set staffing schedules for fixed and variable staff based on required labor hours and occupancy levels to balance labor costs and occupancy. • Determine labor hours required for each level of occupancy. • Determine number of employees to schedule at each level of occupancy. • Calculate estimated labor expenses at each level of occupancy. • Create work schedules for housekeeping staff.		12.5

90

Number	Standard	Year 1 Section	Year 2 Section
HT-LOD 4	Describe the role and responsibilities of lodging managers.		
4.1	Research the major duties and qualifications for managerial positions common to lodging back-of-the-house operations to guide career choices. • Examine the characteristics of chief engineers, food and beverage managers, controllers, and information technology managers. • Describe the characteristics of lodging supervisory positions and personnel.	8.2, 10.7	1.4, 6.2, 7.2, 8.2, 9.2
4.2	Research the major duties and qualifications for lodging managerial positions common to lodging front-of-the-house operations to guide career choices. • Examine the characteristics of general, catering, human resource, marketing, sales, and resident managers to facilitate selection of career choices. • Describe the major duties for each type of manager.	14.3	1.4, 10.1, 10.3, 10.5, 11.2, 13.1, 14.3
4.3	Contrast entry-level, skilled level, and managerial positions in the lodging industry to distinguish qualifications and characteristics needed for each type of position.	2.4	
HT-LOD 5	Compare the advantages and disadvantages of independently owned and chain-affiliated lodging facilities.		
5.1	Examine an independently owned lodging facility to distinguish it from other types of lodging. • List three advantages of an independently owned facility. • List three disadvantages to an independently owned lodging facility. • Explain the use of referrals among independently owned facilities.	1.7	1.4, 1.4W
5.2	Examine a chain-affiliated lodging facility to distinguish it from other types of lodging. • List three advantages of a chain-affiliated facility. • List three disadvantages of a chain-affiliated lodging facility. • Explain the relationship of owners to management companies.	1.7	1.4, 1.4W

Number	Standard	Year 1 Section	Year 2 Section
HT-LOD 6	Analyze the departmental interrelationships of a lodging facility.		
6.1	Describe how the essential departments of a lodging operation work cooperatively to meet guest service standards. Identify the essential departments of the lodging business, and describe the functions/responsibilities/activities of each.	7.1, 7.2, 8.3	6.2, 6.3, 7.2, 10.2
6.2	Analyze the organization and structure of different types of lodging. • Identify the general classifications of the lodging businesses and describe their distinctive features (i.e., airport, resort, bed and breakfast, conference, casino, etc.) • Describe the role of hotel management contracts.	1.7	
6.3	Explain the lodging product. • Identify the components of the lodging product. • Describe the role services play in the lodging product. • Explain the role physical facilities play in creating the lodging product. • Describe the types of room accommodations.	1.6, 1.7, 4.4	3.1, 8.1
HT-LOD 7	Explain various check-in and check-out procedures used in the lodging industry.		
7.1	Describe the necessary information during the registration process to correctly register guests. • Check for pre-registration information. • Verify guest registration card is completed. • Identify the length of stay. • Identify the method of payment.	3.2, 7.5	3.2
7.2	Explain how room rates are established and assigned. • Specify a standard rate. • List special room rates. • Describe rates that include meal plans, such as the American Plan, the Modified American Plan, and the European Plan. • Demonstrate an "upsell" to arriving guests.	7.9	6.2, 6.6, 12.4

Number	Standard	Year 1 Section	Year 2 Section
7.3	Explain how availability, room status, and other operating guidelines affect the assignment of guestrooms. • Determine when a room is available for sale. • Issue keys or electronic keycards to registering guests using standard guidelines. • Use property maps to direct guests to their room locations.	7.5, 7.5W	7.2
7.4	Explain how methods of payment are established with arriving guests to clarify payment procedures. • Describe common payment methods for arriving guests. • Demonstrate procedure for accepting payment by check. • Demonstrate procedure for accepting payment by credit card. • Describe special payment methods.	7.5, 7.7	
7.5	Explain how a property's computer system is used to create guest accounts. • Identify different types of accounts. • Identify types of charges that can be posted to accounts. • Explain how account entries are made through front desk terminals and remote point-of-sale terminals.	12.3	5.7, 6.3
7.6	Explain the importance of check-out procedures, including verifying settlement of accounts, to ensure guest satisfaction. • Inquire about recent charges. • Post outstanding charges to guest accounts. • Verify account information. • Check for mail, messages, and faxes. • Check for safe deposit or in-room safe keys • Secure the room key or electronic keycard.	3.2, 7.7	

Number	Standard	Year 1 Section	Year 2 Section
7.7	Explain account settlement procedures for different types of payment. • Verify the method of payment established at registration. • Process account payments for guests using cash. • Process account payments for guests using credit cards. • Process account payments for guests using direct billing arrangements. • Present the account for payment to the guest. • Update the room's status through the property's computer system. • Inquire about guest satisfaction to create a guest history record file.	5.3W, 5.4W, 7.3	
HT-LOD 8	**Understand reservation procedures used in the lodging industry.**		
8.1	Identify the different types of reservations used to meet different guest needs. • Distinguish guaranteed from non-guaranteed reservations. • Contrast reservations guaranteed by credit card with reservations guaranteed by travel agents or corporations. • Contrast advanced deposits with prepaid reservations.	7.5	
8.2	Identify common sources used to make lodging reservations. • Distinguish a central reservation system from a global distribution system. • Identify ways guests place reservations directly with lodging properties. • Explain how guests make reservations online.	7.5	5.7
8.3	Explain how a computer system is used to process or change reservations. • Determine availability. • Create a reservation record. • Modify or cancel a reservation. • Generate reports from reservation data.	5.7	

Number	Standard	Year 1 Section	Year 2 Section
8.4	Explain how forecasting is used to maximize occupancy levels. • Identify information needed to forecast availability. • Calculate a no-show percentage. • Calculate a walk-in percentage. • Calculate an overstay percentage. • Calculate an understay percentage. • Create a ten-day forecast.	7.3	6.2
HT-LOD 9	Explain how room access policies and procedures ensure guest safety and minimize risks to the lodging facility.		
9.1	Explain the types and functions of keys to control levels of access. • List three types or levels of keys used for entry. • Compare/contrast the use of each.	16.4	
9.2	Explain how key control measures are used to protect guests. • Outline how access to all areas is controlled. • Outline how locking systems protect guests. • Outline procedures for issuing electronic keys.	16.4	
HT-LOD 10	Explain how cash control procedures are used in the lodging industry.		
10.1	Describe the role of a cashier in facilitating cash control. • Demonstrate use of cash sheets to record cash collected. • Demonstrate use of cash sheets to record cash paid out. • Explain how cash banks are issued to cashiers. • Describe how cashiers turn in cash banks and prepare cash deposits. • Explain how cash banks and cashier cash deposits are reconciled.	5.4W	6.4

Number	Standard	Year 1 Section	Year 2 Section
HT-LOD 11	Explain how guests and property are protected to minimize losses or liabilities in the lodging facility.		
11.1	Explain procedures for controlling access of safe deposit boxes to minimize losses. • Describe how access is given to safe deposit box. • Describe how guest's identity is checked for access. • Maintain the safe deposit log.	16.3	16.2
11.2	Describe procedures for controlling lost and found items. • Identify the department responsible for securing lost and found items. • Maintain a log of lost and found items. • Store and secure lost and found items for required length of time. • Follow property procedures for contacting guests about lost and found items.	16.5	16.2
11.3	Identify access control procedures to enhance guest safety. • Recognize and report suspicious situations. • Identify and report unauthorized and suspicious persons. • Monitor entrances, elevators, and stairways. • Ensure limited late-night access to lobby areas. • Monitor perimeter and grounds.	16.2, 16.3	16.2
HT-LOD 12	Explain the basic legal issues in lodging management.		
12.1	Describe the rules regarding the rights and liabilities of innkeepers under the common law system.	16.2	
12.2	Describe a property's duty to receive guests and the circumstances under which it can refuse to accommodate potential guests or evict guests.	16.2	
12.3	Explain how the American with Disabilities Act (ADA), Title III affects lodging establishments.	4.3, 7.6, 9.2, 10.5	4.2, 5.7, 6.2, 6.5, 8.3, 8.5

CCTC Recreation, Amusements & Attractions Career Pathway

* A "W" after the section number indicates that the standard is covered in the Student Workbook.

Number	Standard	Year 1 Section	Year 2 Section
HT-REC 1	Describe career opportunities in the Recreation, Amusements & Attractions Pathway.		
1.1	Research various operating units in the pathway to distinguish the particular characteristics of each venue. • List recreational venues. • List amusement venues. • List attraction venues.	1.4, 11.5	
1.3	Summarize unique career opportunities in recreation, amusements, and attractions by gathering occupational information for each venue. • List recreation careers. • List amusement careers. • List attraction careers.	2.4	

CCTC Restaurants & Food/Beverage Services Career Pathway

* A "W" after the section number indicates that the standard is covered in the Student Workbook.

Number	Standard	Year 1 Section	Year 2 Section
HT-RFB 1	Describe ethical and legal responsibilities in food and beverage service facilities.		
1.1	Utilize comments and suggestions from the customer service area to formulate improvements and ensure guest satisfaction. • Detail ways to achieve a high rate of positive comments. • Get regular feedback from guests and staff.		4.4
1.2	Comply with laws regarding hiring, harassment, and safety issues. • Demonstrate understanding of legal interviewing processes. • Outline how harassment and stereotyping can create an unhealthy work environment. • Define legal and ethical responsibilities for safety procedures. • Interpret worker's compensation requirements and forms.	9.2, 11.2, 15.1	
1.3	Apply ethical and legal guidelines as they relate to restaurants and food and beverage services job performance. • Identify ethical and legal situations that occur in the workplace. • Relate appropriate response to legal/ethical infraction in the workplace.	10.6, 10.9	9.1, 9.6, 9.8
HT-RFB 2	Demonstrate safety and sanitation procedures in food and beverage service facilities.		
2.1	• Identify sanitation procedures to ensure facility is in compliance with health codes. • Outline compliance requirements of sanitation and health inspections. • Show exemplary appearance and hygiene. • Illustrate correct use of knives and kitchen equipment. • Use protective gloves and clothing. • NEW: Demonstrate correct food handling and production techniques.	10.6	9.6

98

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Number	Standard	Year 1 Section	Year 2 Section
2.2	Identify overall safety procedures necessary to maintain a safe work area. • Practice appropriate safety and health procedures. • Apply hazardous material practices and procedures for the handling and disposing of chemicals.	10.6, 15.4	9.6
HT-RFB 4	Demonstrate leadership qualities and collaboration with others.		
4.1	Model leadership and teamwork qualities to aid in employee retention. • Detail ways to minimize staff turnover.	9.2	
HT-RFB 5	Research costs, pricing, market demands and marketing strategies to manage profitability in food and beverage service facilities.		
5.1	Interpret calculations of food, labor, and pricing to ensure profitability. • Calculate food cost and determine ways to meet goals. • Calculate labor cost and determine ways to meet goals. • Determine the values of inventory or stock. • Determine menu pricing. • Define portion control.	10.4	9.4, 9.4W, 9.7, 9.7W
5.3	Anticipate future needs using information about current trends that contribute to effectively price and market food and beverage offerings. • Demonstrate awareness of operational needs. • Demonstrate awareness of capabilities and limitations of the operation.		9.1
5.4	NEW: Discuss sustainable practices and how it impacts profitability and customer demands (i.e. locally grown products, organics, recycled or recyclable products).		9.8

Number	Standard	Year 1 Section	Year 2 Section
HT-RFB 8	Implement standard operating procedure related to food and beverage production and guest service.		
8.6	Describe the role of the menu as a marketing and planning tool. • Explain the importance of the menu. • Detail the menu's role in communicating an image.	10.4	9.3
HT-RFB 9	Describe career opportunities and qualifications in the restaurant and food service industry.		
9.3	Examine career opportunities available in restaurants and food service operations. • List the qualifications for various careers in the food service industry. • Describe major duties/tasks for each job option. • Identify careers related to family and consumer sciences in the field of culinary arts.	10.7	1.4, 9.2
9.4	Differentiate career opportunities in restaurant and food service operations in the various industry sectors (e.g., independent vs. chain operations). • List various types of food service operations. • List advantages/disadvantages of different sectors.	10.2	1.4, 9.1W

CCTC Travel & Tourism Career Pathway

*A "W" after the section number indicates that the standard is covered in the Student Workbook.

Number	Standard	Year 1 Section	Year 2 Section
HT-TT 1	Apply information about time zones, seasons and domestic and international maps to create or enhance travel.		
1.3	Gather information from a variety of domestic and international sources using tools such as the Internet and maps. • Write detailed directions for travel in a variety of domestic locations. • Write detailed directions for travel in a variety of international locations. • Explain or identify road and travel destinations marked on a map.	1.3W, 1.6	
HT-TT 3	Analyze cultural diversity factors to enhance travel planning.		
3.2	Summarize the significance of body language and personal space in different cultures. • Identify at least three common hand gestures and body language positions unacceptable in another culture. • Show the personal space preferred during conversations by cultures such as Asians, Middle Easterners, Latin Americans, and North Americans.		2.7
3.3	Research behaviors and dress in other areas, regions, and countries to appreciate lifestyle preferences.	1.4W	2.7, 2.7W
3.4	Research cultural expectations of other areas, regions, and countries to help avoid social improprieties. • Identify cultures where eye contact is not accepted. • Identify cultures where you should not pat a child on the head. • Identify cultures where you cannot offer food with your left hand. • Identify cultures where you should not show the bottom of your feet.		2.7, 10.3
HT-TT 4	Assess the potential (real and perceived) hazards related to multiple environments, and recommend appropriate safety, health and security measures for travelers.		

Number	Standard	Year 1 Section	Year 2 Section
4.1	Recognize potential, real, and perceived natural, social, or terrorism emergency situations in order to respond appropriately. • Review a film, photo, or recording to identify and describe an emergency situation. • Observe guests and surroundings to identify potentially dangerous situations.	16.6	15.1
4.2	List safety, health, and security issues for individuals and groups traveling to multiple environments to minimize risks. • Check surface area for safety. • Gauge political and social climate of a region. • Check possible natural environment hazards. • Check for possible health hazards.		15.1
HT-TT 6	Use common travel and tourism terminology used to communicate within the industry.		
6.2	Utilize travel and tourism terms appropriately to guide customizing services for guests. • Explain differences between meal plan options. • Distinguish differences between tour guides and escorts and group leaders. • Explain differences between FIT and group travel. • Summarize room night, inside cabin, berth, vacation, itinerary, day trip, etc. in different segments (cruises, tour planning, meeting planner, and others).	7.9, 10.7, 11.2, 11.3, 11.4, 11.5	
HT-TT 7	Customize travel with diverse transportation, lodging, cruise and food options.		
7.1	Compare and contrast diverse transportation options to increase customer choices. • Identify methods of travel. • Interpret the advantages of each type of facility. • Interpret the disadvantages of each type of facility.	1.4, 11.5	

Number	Standard	Year 1 Section	Year 2 Section
7.2	Compare and contrast diverse lodging options to increase customer choice. Identify five types of lodging facilities. Interpret the advantages of each type of facility. Interpret the disadvantages of each type of facility.	1.4, 1.7	
7.3	Examine elements of a dining experience expected to satisfy guests at varied facilities such as a boardwalk vendor, cruise ship, chain restaurant, and five-star dining facility. • Detail characteristics of expected food service quality. • Detail characteristics of expected atmosphere. • Detail characteristics of expected cuisine. • Detail characteristics of expected speed of service.	10.2, 10.7	
HT-TT 8	Compare and contrast services and products from related industries to understand and evaluate how they impact the delivery of travel and tourism products and services to customers.		
8.2	Collaborate with related industries to provide an inclusive product to the customer. • Cite an example of seamless service in cooperation with another industry such as agriculture, religion, or transportation to create the guest experience. • Identify and integrate the different vendors, suppliers, and properties to create the guest experience.		2.6, 2.6W

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