Tennessee CTE

Hospitality and Tourism Management II

Management Structures and Roles

1. **Describe the management process and examine the functions of management (setting goals, planning, organizing, leading, and controlling). Through review of case studies or news media, illustrate how concerns for the environment, an increasingly diverse workforce, globalization of the industry, and rapidly changing technology have impacted how hospitality and tourism businesses apply these functions.** 1

2. **Distinguish organizational differences between horizontal and vertical business management styles. Drawing information and examples from case studies or textbooks, outline the advantages and disadvantages of horizontal and vertical management for a specific segment of the hospitality industry. Create a graphic comparing the two organizational structures, using features such as Smart Art Graphics, to show the relationships and roles of each employee/member. Examples of businesses include Marriott International, IHG, Chick-Fil-A, AAA, the Memphis Grizzlies, Hilton, the Tennessee Titans, and PepsiCo.** 2

3. **Compare and contrast management styles (i.e., authoritarian, collaborative, bureaucratic, administrative, democratic, laissez-faire, and cultural) and leadership styles found in the hospitality industry. Differentiate the differences in management and leadership. Participate in role-plays to exhibit characteristics of each type, using hospitality or tourism businesses as examples. Craft an argumentative text explaining the importance of varying your leadership or management style to respond to organizational needs. Cite specific examples from readings to support conclusions.** 3

4. **Research the management and leadership skills required of individuals to be contributing members of a hospitality team (i.e., delegation, motivation, communication, technical skills, time management, organizational planning, empowerment, and professionalism). Illustrate the pros and cons of a specific management or leadership style and the affect that style has on employee performance, engagement, and morale. Synthesize research to produce a profile of a strong candidate for a hospitality management position in an oral, written, or graphic format.** 4

5. **Create a list of stressful situations that a manager may experience in everyday operations in a specially-identified hospitality segment. Investigate the potential outcomes and actions of each situation when managed using a certain**

Skip to main content

management style. Craft an explanation of how managerial skills can be applied to address each situation. 5

Human Resources, Recruitment, and Career Development

6 **Describe the process of developing a mission statement and vision for a hospitality or tourism organization and how these key components impact day to day functions and affect employee morale. Research and identify the mission statement and vision of several companies and compare and contrast the differences between them, including but not limited to a small company versus a large company and a for-profit organization versus a nonprofit organization. Create a new or recommend updates to an existing, mission statement and vision for an identified business by summarizing information collected from observations, print articles, and internet searches about the specific aspirations, beliefs, and values of the company.** 6

- a procedures for employee hiring and release 7.A
- b orientation of new employees 7.B
- c performance assessments 7.C
- d handling grievances 7.D
- e compensation packages 7.E

7 **Generate a new, or recommend updates to an existing, employee manual for a selected hospitality or tourism business by summarizing information collected from interviews, observations, print articles, and internet searches about the human resource policies and employee expectations of the company. Include the following:** 7

8 **Explain legal strategies used by labor and management (i.e., strikes, boycotts, layoffs, and lockouts) and illegal strategies used by labor and management (i.e., wildcat strikes, secondary boycotts, and preventing workers from forming unions). Conduct current event research highlighting recent activities involving labor and management disputes, drawing conclusions about the potential impacts of a labor and management strategy on a selected hospitality or tourism business.** 8

9 **Recognize the role of human resources in business and identify separate functions within the human resources department. Compare and contrast the differences between human resources departments in large organizations, midsize organizations, and small organizations. Discuss the way that the functions of a human resources department interplay and are dependent on one another.** 9

10 **Recognize selection tools (such as interviews, tests, and reference and background checks) utilized in the selection of a candidate for a position and explain how these tools are used. Research different ways that companies conduct interviews and how candidates progress through an interview process. Compare and contrast the hiring process in different size (i.e., large, midsize, and small) businesses. Discuss how an organization determines that they have found the right candidate for an open position as this relates to job description and**

Skip to main content

		skills set required for different positions. Practice through role-play (as interviewer and interviewee) the process of interviewing for a position. 10
	11	Identify legislation such as the Americans with Disabilities Act, Genetic Information Nondiscrimination Act, Age Discrimination in Employment Act, and other similar sources that affect the employee recruitment and selection process. Examine employers‘ policies, citing multiple sources, and determine if the employers use specific employment tools to meet the requirements of exiting legislation. 11
Business and Organizational Structure	12	Summarize advantages and disadvantages of the basic forms of business ownership (i.e., sole proprietorship, partnership, and corporation) and identify variations of basic forms of business ownership (i.e., franchise, limited partnership, cooperative, limited liability company, and corporation). Determine which ownership structure is employed by a selected local or regional hospitality or tourism business and hypothesize why the structure was selected. Review copies of available partnership agreements, articles of incorporation or franchise contracts, noting characteristics important for successful operation of a given business. 12
	13	Document existing operations plan of a selected hospitality or tourism business, describing location, hours of operation, customer accessibility, equipment, storage and inventory needs, and current supply chain elements. Reviewing the most significant weakness(es),or largest area(s) of opportunity for the selected business determined, make recommendations about changes to the current plan to improve business operations. For example, recommending a new location to improve customer foot traffic. 13
	14	Diagram and describe the organizational structure of the business selected in the previous standard by creating an organizational chart of existing positions and/or departments in the business, paying close attention to documentation of job descriptions (including reporting structures), accurate number of employees, and any outsourced labor. 14
	15	Explain the concept of standardization as it relates to expansion of hospitality businesses into additional franchises. Describe how a business’s image is created and/or enhanced through themes, furnishings, layout, and displays. Conduct site visits comparing and contrasting two businesses in the same hospitality segment, and document with photos, written observations, and/or interviews with personnel. Present findings to the class, assessing the qualities that set each business apart. 15
Safety, Security, and Legislation	16	Identify applicable risks to a selected hospitality or tourism business, such as fire or flood damage or significant theft of inventory, and research available options for risk management, such as insurance. Make a claim about appropriate risk management strategies to employ to address the businesses’ weakness(es) justifying the claim with data and evidence from research. 16

Skip to main content

	17	**Classify and list appropriate national, state, and local bodies governing the operations of the selected hospitality or tourism business. Review documentation to summarize federal, state, and local regulations and laws (e.g., environmental regulations, zoning or licensing requirements, and legal stipulations) that are necessary for the continued operations of the selected business.** 17
	18	**Using research from standards11 and 17 and other pertinent resources, analyze suggestions and regulations to accommodate customers with special needs. Citing examples, create a list of accommodations or modifications (i.e., accessibility for mobility issues, service animals, food allergies, bathroom usage, smoking, breastfeeding, etc.) that can be found in different environments (e.g., restaurants, hotels, ships, sporting venues, theatres, airports, etc.).** 18
Marketing Concepts and Research	19	**Compare and contrast the meaning of the terms marketing and advertising. Describe each marketing core function (i.e., channel management, marketing information management, market planning, pricing, product service management, promotion, and selling). Supply examples of how each of these functions supports the marketing concept in the hospitality and tourism businesses.** 19
	20	**Investigate positive and negative marketing choices, concepts, and campaigns (i.e., good vs. bad, appropriate vs. inappropriate) businesses have made over the past ten years. In an essay, citing sources, explain the effects the marketing choices, concepts, and/or campaign had on the business and make recommendations on how the business could have changed their marketing plan before being released.** 20
	21	**Research and analyze the elements of marketing plans from hospitality and tourism businesses. Identify commonly found elements within each marketing plan and discuss the concept of return on investment (ROI) as it appears in the marketing plans. Cite specific textual evidence from the plans to describe how hospitality businesses measure ROI.** 21
	22	**Create a green or traditional marketing plan for a selected business in the local hospitality industry aimed at increasing the business's visibility to the non-local customer. Outline specific marketing strategies, implementation plans, and evaluation standards. Explain the measures that will be used to quantify the return on investment (ROI).** 22
	23	**Categorize the main benefits of effective promotions and loyalty programs by analyzing journal articles about each. Research a prominent example of a promotion or loyalty program; name the company sponsor, identify any nonprofit benefactors, and construct an essay highlighting factors that contributed to the launch of the promotion as well as to its continued existence. Address how social media tools have been leveraged to support the selected example.** 23

Skip to main content

24 **Design a promotion or loyalty plan for a local hospitality business. Include all elements of the promotional mix. Ensure that the plan addresses but is not limited to the following:** 24

- a Goals 24.A
- b Target market 24.B
- c Message or theme 24.C
- d Coordination aspects 24.D
- e Action plan/implementation 24.E
- f Evaluation instrument 24.F

25 **Research the Tennessee Department of Tourist Development's website and online resources. Using the five W's and how, explain the department's marketing plan for local, instate travelers and national and global visitors of Tennessee. Using the same resources, research the economic impact the hospitality and tourism industry has had on Tennessee in the past five years. Compare and contrast other states' resources, such as state videos and slogans (e.g., The Soundtrack of America – Made in Tennessee). Analyze their state's catch phrase and accompanying marketing plan; determine if it has an impact, value, and relevancy on marketing tourism for the state.** 25

Economics

26 **Explain the theory of supply and demand by diagramming a hospitality or tourism business in the local or regional area, using reliable resources such as the Tennessee Department of Tourist Development and Tennessee Department of Economic and Community Development. Use the price listed for a specific service (i.e., room rates, park tickets, etc.) at the time of the assignment as the equilibrium price; show the impact on price due to an increase (peak season) or decrease (off season) in demand or supply. Conceptualize and demonstrate the manipulation of the price based on local events.** 26

27 **Describe how the following economic indicators are used in a market economy for business analysis and marketing decisions: gross domestic product (GDP), standard of living, inflation rates, interest rates, unemployment rate, productivity rates, stock market reports, and consumer price index (CPI). Demonstrate the ability to retrieve and interpret figures from public websites such as the International Monetary Fund (IMF), World Bank, and the Federal Reserve System in order to assess the overall economic health of nations and markets.** 27

28 **Produce a graphic illustration of the business cycle and describe what happens to the economy at each stage of the business cycle. Cite examples of businesses that could flourish in each stage of the cycle.** 28

Financial Concepts

29 **Define and apply financial concepts and terminology to the analysis of hospitality businesses, including but not limited to the following: financial statements, financial transaction, account, accounts receivable, accounts**

Skip to main content

	payable, revenue, expenses, assets, liabilities, equity, net worth, audit, posting charges, delinquent quest, profit, and net loss. Demonstrate financial literacy and quantitative reasoning when discussing these concepts in the context of operations; apply basic numeracy skills to understand specific financial operations. 29
	30 Differentiate between fixed and variable expenses on a hospitality-related business' balance sheet. Select three of the expenses listed, draw conclusions as to their importance to the business, and analyze cost-cutting strategies a company might take to minimize expenses in each of the chosen categories. 30
	31 Prepare a mock purchase order, invoice, and/or sales receipt (including shipping and taxes) for a sample product/package. Explain the elements that comprise the financial document, and be able to identify any mistakes and miscalculations in order to assist a mock client. 31
	32 Summarize the budgeting process including but not limited to determining revenue, calculating operational expenses, controllable verses uncontrollable expenses, fixed costs verse variable costs, determining cost per occupied room, and costs as a percentage of revenue. Using that knowledge, plan a budget for an upcoming community service project or career and technical student organization (CTSO) event. Create a comprehensive budget narrative to accompany the budget, including both a written statement and a summary worksheet listing all expenses, justifying each cost with evidence for why it is needed to successfully complete the project. Detail estimated and actual costs as well as differences in cost in terms of dollars and percentages. 32
Professionalism, Customer Services, and Ethics	33 Review sample business communications; note the differences in writing communications for a business and personal communications. Write internal and external business correspondence to convey and obtain information effectively for readers. Explain the nature 33
	34 Investigate cultural differences when doing business abroad, examining a range of countries and contexts as case studies. Write a memo to staff explaining factors they should consider when doing business in various countries. 34
	35 Define the concept of ethics in business. Examine case studies of ethical and unethical behavior and discuss the ramifications of those behaviors on both businesses and the public. Create a Code of Ethics for a team of employees as would a manager in a hospitality-related business. 35
	36 Research, summarize, and deliver (i.e., presentation, document, spreadsheet data/chart, or other format) a summary of the various perspectives and ramifications surrounding an ethical issue related to a modern-day hospitality business. 36