

# **Hotel and Lodging Management Individual Series Event**

## **Performance Indicators**

### **Performance Indicators 2007-2008 DECA Competitive Events**

Performance Indicators for this competitive event are used to define the parameters of the written exam, role-plays, case studies and other activities that are part of the overall competition.

This list was compiled by MarkED and represents its preliminary efforts to support all DECA competitive events within the overall framework of the National Marketing Education Standards. Individual indicators are based on a review of prior MarkED research and on extensive review of available online and print literature—both from industry and education. Over the next year, MarkED will refine the list, edit, and evaluate individual indicators and validate the entire list with the national business community.

For additional information on these Performance Indicators, the National Curriculum Framework, or the National Marketing Education Standards, please visit the MarkED web site at [www.Mark-ED.org](http://www.Mark-ED.org). Questions may be e-mailed to [betho@mark-ed.com](mailto:betho@mark-ed.com).

**Instructional Area****BUSINESS LAW****Performance Element**

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

**Performance Indicators**

Describe legal issues affecting businesses  
Describe the nature of legally binding contracts

**Performance Element**

**Adhere to commerce laws and regulations to establish and continue business operations.**

**Performance Indicators**

Explain types of business ownership  
Explain the nature of trade regulations  
Explain the nature of environmental regulations

**Performance Element**

**Understand human-resource laws and regulations to facilitate business operations.**

**Performance Indicators**

Explain the nature of personnel regulations  
Explain the nature of workplace regulations (including OSHA, ADA)

**Performance Element**

**Additional specialized performance indicators**

**Performance Indicators**

Explain the nature of regulations affecting the hospitality industry

**Instructional Area****COMMUNICATION SKILLS****Performance Element**

**Read to acquire meaning from written material and to apply the information to a task.**

**Performance Indicators**

Analyze company resources to ascertain policies and procedures

**Performance Element**

**Apply verbal skills to obtain and convey information.**

**Performance Indicators**

Defend ideas objectively  
Handle telephone calls in a businesslike manner  
Participate in group discussions  
Make oral presentations

**Performance Element****Write effectively to convey information.****Performance Indicators**

Explain the nature of effective written communications  
 Write business letters  
 Write informational messages  
 Write inquiries  
 Write persuasive messages  
 Prepare simple written reports  
 Prepare complex written reports  
 Write proposals

**Performance Element****Communicate with staff to clarify workplace objectives.****Performance Indicators**

Explain the nature of staff communication  
 Participate in a staff meeting  
 Provide directions for completing job tasks  
 Conduct a staff meeting

**Performance Element****Additional specialized performance indicators****Performance Indicators**

Prepare confirmation letters  
 Transfer telephone calls  
 Answer telephone switchboard  
 Process wake-up calls  
 Process messages for guests  
 Process faxes for guests  
 Greet guests  
 Confirm guest's reservation  
 Respond to requests for facilities/services/community information  
 Inform guests/clients of local sites/events  
 Direct guest/client to other locations  
 Make/Confirm travel arrangements for guest/client

**Instructional Area****ECONOMICS****Performance Element****Acquire an understanding of fundamental economic concepts to obtain a foundation for employment in business.****Performance Indicators**

Distinguish between economic goods and services  
 Explain the concept of economic resources  
 Describe the concepts of economic scarcity and economic activities  
 Determine economic utilities created by business activities  
 Explain the principles of supply and demand  
 Describe the concept of price

<b>Performance Element</b>	<b>Recognize the nature of business to understand its contributions to society.</b>
<b>Performance Indicators</b>	<ul style="list-style-type: none"> <li>Explain the role of business in society</li> <li>Describe types of business activities</li> </ul>
<b>Performance Element</b>	<b>Differentiate among economic systems to understand the environments in which businesses function.</b>
<b>Performance Indicators</b>	<ul style="list-style-type: none"> <li>Explain the types of economic systems</li> <li>Determine the relationship between government and business</li> <li>Describe the nature of taxes</li> <li>Explain the concept of private enterprise</li> <li>Identify factors affecting a business's profit</li> <li>Determine factors affecting business risk</li> <li>Explain the concept of competition</li> <li>Describe businesses' market structures</li> </ul>
<b>Performance Element</b>	<b>Analyze cost/profit relationships to guide business decision-making.</b>
<b>Performance Indicators</b>	<ul style="list-style-type: none"> <li>Explain the concept of productivity</li> <li>Analyze the effects of government expenditures and tax policies on productivity</li> <li>Analyze impact of specialization/division of labor on productivity</li> <li>Explain the concept of organized labor and business</li> <li>Explain the impact of the law of diminishing returns</li> <li>Describe the concept of economies of scale</li> <li>Describe the nature of cost/benefit analysis</li> <li>Determine relationships among total revenue, marginal revenue, output, and profit</li> </ul>
<b>Performance Element</b>	<b>Identify economic indicators to measure economic trends and conditions.</b>
<b>Performance Indicators</b>	<ul style="list-style-type: none"> <li>Explain measures used to analyze economic conditions</li> <li>Describe the concept of price stability as an economic measure</li> <li>Discuss the measure of consumer spending as an economic indicator</li> <li>Discuss the impact of a nation's unemployment rates</li> <li>Describe the economic impact of inflation on business</li> <li>Explain the economic impact of interest-rate fluctuations</li> <li>Determine the impact of business cycles on business activities</li> </ul>
<b>Performance Element</b>	<b>Determine international trade's impact on business decision-making.</b>
<b>Performance Indicators</b>	<ul style="list-style-type: none"> <li>Explain the nature of international trade</li> <li>Discuss the impact of cultural and social environments on world trade</li> </ul>

**Instructional Area****EMOTIONAL INTELLIGENCE****Performance Element**

**Exhibit techniques to manage emotional reactions to people and situations.**

**Performance Indicators**

Lead change  
Explain the nature of stress management

**Performance Element**

**Understand others' feelings, needs, and concerns to enhance interpersonal relations.**

**Performance Indicators**

Explain the nature of positive customer/client relations  
Demonstrate a customer-service mindset  
Develop cultural sensitivity  
Explain the impact of political relationships within an organization  
Explain management's role in customer relations

**Performance Element**

**Manage internal and external business relationships to foster positive interactions.**

**Performance Indicators**

Foster positive working relationships  
Explain the concept of leadership  
Participate as a team member  
Use consensus-building skills  
Persuade others  
Explain ethical considerations in providing information  
Reinforce service orientation through communication  
Respond to customer inquiries  
Use conflict-resolution skills  
Handle difficult customers  
Interpret business policies to customers/clients  
Handle customer/client complaints  
Encourage team building  
Recognize/Reward others for their efforts and contributions  
Coach others

**Performance Element**

**Additional specialized performance indicators**

**Performance Indicators**

Escort guests to room  
Explain the concept of gratuities  
Maintain waiting list  
Assess customer's special needs (e.g., children, disabilities, etc.)  
Provide customer service in compliance with ADA  
Arrange local sightseeing tours for guests  
Process room changes  
Walk guest to another accommodation  
Verify customer's identification when providing age-restricted products  
Assess customer's level of intoxication

**Instructional Area****FINANCIAL ANALYSIS****Performance Element**

**Acquire an understanding of the fundamental principles of money needed to make financial exchanges.**

**Performance Indicators**

Explain the nature and scope of financing  
 Explain the time value of money  
 Explain the purposes and importance of credit  
 Explain legal responsibilities associated with financial exchanges

**Performance Element**

**Analyze financial needs and goals to determine financial requirements.**

**Performance Indicators**

Explain the nature of financial needs (e.g., college, retirement, wills, insurance, etc.)  
 Set financial goals  
 Develop personal budget  
 Determine profitability of business services

**Performance Element**

**Manage personal finances to achieve financial goals.**

**Performance Indicators**

Maintain financial records  
 Read and reconcile bank statements  
 Demonstrate the wise use of credit  
 Validate credit history  
 Protect against identity theft  
 Prepare personal income tax forms

**Performance Element**

**Acquire foundational knowledge of financial-services providers to understand their role in financial-goal achievement.**

**Performance Indicators**

Describe types of financial-services providers  
 Discuss considerations in selecting a financial-services provider

**Performance Element**

**Understand the need for investing to ensure financial well being.**

**Performance Indicators**

Explain types of investments  
 Establish investment goals and objectives

**Performance Element**

**Understand potential business threats and opportunities to protect a business's financial well being.**

**Performance Indicators**

Describe the concept of insurance

<b>Performance Element</b>	<b>Understand accounting's role and function in business to track money flow and to determine financial status.</b>
<b>Performance Indicators</b>	<ul style="list-style-type: none"> <li>Explain the concept of accounting</li> <li>Explain the need for accounting standards (GAAP)</li> <li>Prepare invoices</li> <li>Maintain petty cash records</li> <li>Maintain daily financial transactions</li> <li>Record and report sales tax</li> <li>Describe the nature of cash flow statements</li> <li>Prepare cash flow statements</li> <li>Explain the nature of balance sheets</li> <li>Describe the nature of profit-and-loss statements</li> </ul>
<b>Performance Element</b>	<b>Understand payroll requirements to facilitate the payroll process.</b>
<b>Performance Indicators</b>	<ul style="list-style-type: none"> <li>Explain issues associated with the payroll process</li> </ul>
<b>Performance Element</b>	<b>Manage financial resources to ensure solvency.</b>
<b>Performance Indicators</b>	<ul style="list-style-type: none"> <li>Forecast sales</li> <li>Calculate financial ratios</li> <li>Describe the nature of budgets</li> <li>Explain the nature of operating budgets</li> <li>Develop company's/department's budget</li> <li>Analyze cash-flow patterns</li> <li>Conduct break-even analysis</li> <li>Interpret financial statements</li> </ul>
<b>Performance Element</b>	<b>Additional specialized performance indicators</b>
<b>Performance Indicators</b>	<ul style="list-style-type: none"> <li>Process cash sheets (cash paid in and out)</li> <li>Obtain cash bank</li> <li>Prepare cash deposits</li> <li>Reconcile cash banks and cashier cash deposits</li> <li>Summarize and disclose tips</li> <li>Post guest records</li> <li>Transfer charges between accounts</li> <li>Initiate refund process for cancellations</li> <li>Process advance payments</li> <li>Balance daily posting transactions</li> <li>Prepare a night audit report</li> <li>Prepare daily revenue report</li> <li>Complete bank deposits/records</li> <li>Determine profitability of menu items</li> <li>Analyze the revenue contribution of food service operations to a hotel's profitability</li> <li>Run credit check report</li> <li><b>Collect payment</b></li> </ul>

**Instructional Area****HUMAN RESOURCE MANAGEMENT****Performance Element**

**Employ skills needed to organize and facilitate work efforts.**

**Performance Indicators**

Describe ethics in personnel issues  
Explain the nature of wage and benefit programs

**Performance Element**

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

**Performance Indicators**

Determine hiring needs  
Screen job applications/resumes  
Interview job applicants  
Select and hire new employees  
Conduct exit interviews  
Dismiss/fire employees  
Maintain personnel records

**Performance Element**

**Lead staff growth and development to increase productivity and employee satisfaction.**

**Performance Indicators**

Orient new employees  
Orient new employees (management's role)  
Explain the role of training and human resource development  
Explain the nature of management/supervisory training  
Coach employees  
Recognize/reward employees  
Handle employee complaints and grievances  
Ensure equitable opportunities for employees  
Assess employee performance  
Explain the nature of remedial action

**Performance Element**

**Additional specialized performance indicators**

**Performance Indicators**

Create work schedules for housekeeping staff  
Coordinate the preparation of guest rooms  
Establish staffing and service ratios for group events

**Instructional Area****INFORMATION MANAGEMENT****Performance Element**

**Maintain business records to facilitate business operations.**

**Performance Indicators**

Describe the nature of business records  
Maintain customer records

**Performance Element**

**Utilize information-technology tools to manage and perform work responsibilities.**

**Performance Indicators**

Demonstrate collaborative/groupware applications

**Performance Element**

**Acquire information to guide business decision-making.**

**Performance Indicators**

Describe current business trends  
Monitor internal records for business information  
Conduct an environmental scan to obtain business information

**Performance Element**

**Additional specialized performance indicators**

**Performance Indicators**

Explain the nature of technological services that lodging facilities provide to improve guest service  
Demonstrate use of a PBS system  
Describe the functions of a call accounting system  
Describe the functions of automatic call features  
Describe types of guest reservations  
Explain ways in which guests make reservations  
Forecast occupancy levels  
Describe current issues and trends in the hospitality industry  
Operate posting equipment  
Explain ways that technology impacts the hospitality industry  
Use check authorization system  
Maintain log book  
Maintain updated room status  
Prepare folios  
Maintain daily walk-in reservation sheet

**Instructional Area****MARKETING****Performance Element**

**Acquire an understanding of marketing's role and function in business to facilitate economic exchanges with customers.**

**Performance Indicators**

Explain marketing and its importance in a global economy  
Describe marketing functions and related activities

**Instructional Area****OPERATIONS****Performance Element**

**Evaluate safety issues needed to protect employees.**

**Performance Indicators**

Follow safety precautions  
Maintain a safe work environment  
Explain procedures for handling accidents  
Handle and report emergency situations

<b>Performance Element</b>	<b>Analyze security issues to protect employees and to minimize loss.</b>
<b>Performance Indicators</b>	Explain routine security precautions
<b>Performance Element</b>	<b>Analyze purchasing activities implemented to obtain business supplies and equipment.</b>
<b>Performance Indicators</b>	Explain the nature and scope of purchasing Place orders/reorders
<b>Performance Element</b>	<b>Acquire an understanding of production's role and function in business to recognize its need in an organization.</b>
<b>Performance Indicators</b>	Explain the concept of production Describe production activities
<b>Performance Element</b>	<b>Utilize business systems to expedite workflow and enhance a business's image.</b>
<b>Performance Indicators</b>	Describe crucial elements of a quality culture Describe the role of management in the achievement of quality Analyze business systems and procedures
<b>Performance Element</b>	<b>Implement organizational skills to improve efficiency and workflow.</b>
<b>Performance Indicators</b>	Use time-management principles Develop project plan Manage projects Schedule employees
<b>Performance Element</b>	<b>Implement expense-control strategies to enhance a business's financial well being.</b>
<b>Performance Indicators</b>	Explain the nature of overhead/operating costs Explain employee's role in expense control Control use of supplies Negotiate service and maintenance contracts Negotiate lease or purchase of facility Develop expense-control plans Use budgets to control operations
<b>Performance Element</b>	<b>Perform activities to facilitate ongoing business operations.</b>
<b>Performance Indicators</b>	Maintain inventory of supplies Identify resources needed for project Identify routine activities for maintaining business facilities and equipment

**Performance Element****Performance Indicators****Additional specialized performance indicators**

Explain housekeeping's responsibilities  
 Use frequency schedules to maintain cleaning standards  
 Describe how standards are used to guide housekeeping personnel  
 Describe the use of productivity standards to guide cleaning personnel  
 Assign guest rooms for cleaning using a room status report  
 Use key-control measures to protect guests  
 Control access to safe-deposit boxes  
 Process lost-and-found items  
 Enhance guest safety through access control procedures  
 Handle guest's luggage  
 Process lost and found  
 Deliver amenities to guests  
 Process deliveries  
 Pick up and deliver valet service for guest  
 Sort guest mail  
 Process maintenance request  
 Provide courtesy transportation  
 Explain hotel security considerations  
 Process requests for guest information  
 Control master keys  
 Issue room keys  
 Issue safe deposit box  
 Access and release safe deposit box  
 Explain procedures for reducing bad check losses  
 Explain procedures for handling robbery situations  
 Handle emergency situations in hospitality  
 Open/Close business facility  
 Develop procedures for safeguarding cash  
 Develop emergency procedures for a hospitality establishment  
 Follow safety precautions  
 Clean service and work areas  
 Practice safe and sanitary handling/disposal of wastes/recyclables  
 Develop policies and procedures for responsible alcohol service and intervention  
 Develop safety policies/procedures to prevent sanitation problems  
 Establish pest control program  
 Set up waste disposal plan  
 Develop and maintain energy conservation program

**Instructional Area****PROFESSIONAL DEVELOPMENT****Performance Element**

**Acquire self-development skills to enhance relationships and improve efficiency in the work environment.**

**Performance Indicators**

Determine vision  
 Set personal goals  
 Make decisions  
 Demonstrate negotiation skills  
 Demonstrate appropriate creativity

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

Identify sources of career information  
 Identify tentative occupational interest  
 Explain employment opportunities in business

**Performance Element****Implement job-seeking skills to obtain employment.****Performance Indicators**

Write a follow-up letter after job interviews  
 Write a letter of application  
 Prepare a resume

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

Identify skills needed to enhance career progression  
 Utilize resources that can contribute to professional development (e.g., trade journals/periodicals, professional/trade associations, classes/seminars, trade shows, and mentors)  
 Use networking techniques for professional growth

**Performance Element****Additional specialized performance indicators****Performance Indicators**

Describe the duties of employees in back-of-house operations  
 Explain the duties of employees in front-end operations  
 Explain the functions performed by the divisions and departments in a lodging operation  
 Describe traits important to the success of employees in the hospitality industry  
 Explain employment opportunities in the hospitality industry  
 Assess the services provided by professional organizations in the hospitality industry  
 Describe the nature of the hospitality industry  
 Describe the development of the hospitality industry  
 Explain types of lodging accommodations in the hospitality industry  
 Describe the nature of the divisions of a hotel's organizational structure (i.e., rooms division, food and beverage division, marketing and sales division, accounting division, engineering and maintenance division, and security division)  
 Explain the organization of the front office in hotels  
 Discuss the organization and structure of a hotel's food and beverage division

**Instructional Area****STRATEGIC MANAGEMENT****Performance Element****Recognize management's role to understand its contribution to business success.****Performance Indicators**

Explain the concept of management  
 Explain the nature of managerial ethics  
 Explain the nature of organizational culture

<b>Performance Element</b>	<b>Control an organization's/department's activities to encourage growth and development.</b>
<b>Performance Indicators</b>	Describe the nature of managerial control (control process, types of control, what is controlled) Analyze operating results in relation to budget/industry
<b>Performance Element</b>	<b>Utilize planning tools to guide organization's/department's activities.</b>
<b>Performance Indicators</b>	Explain the nature of business plans Explain external planning considerations
<b>Instructional Area</b>	<b>DISTRIBUTION</b>
<b>Performance Element</b>	<b>Acquire foundational knowledge of distribution to understand its role in marketing.</b>
<b>Performance Indicators</b>	Explain the nature and scope of distribution Explain the relationship between customer service and distribution Explain the nature of channels of distribution Describe the use of technology in the distribution function Explain legal considerations in distribution Describe ethical considerations in distribution
<b>Performance Element</b>	<b>Manage distribution activities to minimize costs and to determine distribution strategies.</b>
<b>Performance Indicators</b>	Coordinate distribution with other marketing activities Explain the nature of channel-member relationships Explain the nature of channel strategies Select channels of distribution Evaluate channel members
<b>Performance Element</b>	<b>Additional specialized performance indicators</b>
<b>Performance Indicators</b>	Establish order points for non-recycled inventories Explain the concept of place (distribution) in the hospitality industry Maintain inventory levels Stock brochure racks Issue and retrieve special items such as irons, cribs, or roll-away beds Complete inventory counts Prepare guest key inventory Organize inventory counts Explain the nature of inventory control systems Calculate inventory shrinkage Establish food and beverage requisition procedures Store food products to prevent contamination and spoilage

**Performance Indicators**

Store kitchen utensils  
 Select appropriate storage equipment  
 Plan storage space  
 Explain the receiving process  
 Explain stock-handling techniques used in receiving deliveries  
 Determine processing priorities  
 Check incoming stock  
 Inspect food deliveries  
 Reconcile shipping/receiving discrepancies  
 File claims for lost/damaged goods  
 Process returned/damaged product  
 Process returns to vendors  
 Establish receiving schedules  
 Explain storing considerations  
 Maintain supplies, condiments, etc.  
 Stock server line and stand

**Instructional Area****MARKETING-INFORMATION MANAGEMENT****Performance Element**

**Acquire foundational knowledge of marketing-information management to understand its nature and scope.**

**Performance Indicators**

Describe the need for marketing information  
 Explain the nature and scope of the marketing-information management function  
 Explain the role of ethics in marketing-information management  
 Describe the use of technology in the marketing-information management function  
 Assess marketing-information needs  
 Develop marketing-information management system

**Performance Element**

**Collect marketing information to ensure accuracy and adequacy of data for decision-making.**

**Performance Indicators**

Identify information monitored for marketing decision making  
 Collect marketing information from others  
 Explain the nature of marketing research in a marketing-information management system

**Performance Element**

**Process marketing information to test hypotheses and/or to resolve issues.**

**Performance Indicators**

Describe techniques for processing marketing information  
 Explain the use of databases in organizing marketing data  
 Interpret descriptive statistics for marketing decision making

**Performance Element**

**Employ marketing information to plan marketing activities.**

**Performance Indicators**

Explain the concept of marketing strategies  
 Explain the concept of market and market identification  
 Explain the nature of marketing planning

**Performance Indicators**

Explain the nature of marketing plans  
 Explain the role of situational analysis in the marketing-planning process  
 Explain the nature of sales forecasts  
 Identify considerations in implementing international marketing strategies  
 Identify market segments  
 Select target market  
 Conduct market analysis  
 Conduct SWOT analysis for use in marketing planning process  
 Assess global trends and opportunities  
 Conduct competitive analysis  
 Set marketing goals and objectives  
 Set a marketing budget  
 Develop marketing plan  
 Describe measures used to control marketing planning  
 Monitor and evaluate performance of marketing plan  
 Conduct marketing audits

**Performance Element****Additional specialized performance indicators****Performance Indicators**

Design a group convention profile  
 Complete a property analysis  
 Describe the nature of target marketing in the hospitality industry  
 Determine potential lodging markets  
 Forecast servings of each food item  
 Forecast reservations

**Instructional Area****PRICING****Performance Element**

**Develop a foundational knowledge of pricing to understand its role in marketing.**

**Performance Indicators**

Explain the nature and scope of the pricing function  
 Describe the role of business ethics in pricing  
 Explain the use of technology in the pricing function  
 Explain legal considerations for pricing

**Performance Element**

**Employ pricing strategies to determine prices.**

**Performance Indicators**

Explain factors affecting pricing decisions

**Performance Element****Additional specialized performance indicators****Performance Indicators**

Explain the concept of price in the hospitality industry

**Instructional Area****PRODUCT/SERVICE MANAGEMENT****Performance Element**

**Acquire a foundational knowledge of product/service management to understand its nature and scope.**

**Performance Indicators**

Explain the nature and scope of the product/service management function  
Identify the impact of product life cycles on marketing decisions  
Describe the use of technology in the product/service management function  
Explain business ethics in product/service management

**Performance Element**

**Generate product ideas to contribute to ongoing business success.**

**Performance Indicators**

Identify product opportunities  
Identify methods/techniques to generate a product idea  
Generate product ideas  
Determine initial feasibility of product idea  
Create processes for ongoing opportunity recognition

**Performance Element**

**Develop an understanding of quality assurances to enhance product/service knowledge.**

**Performance Indicators**

Describe the uses of grades and standards in marketing  
Explain warranties and guarantees  
Identify consumer protection provisions of appropriate agencies  
Evaluate customer experience

**Performance Element**

**Employ product-mix strategies to meet customer expectations.**

**Performance Indicators**

Explain the concept of product mix  
Describe the nature of product bundling  
Identify product to fill customer need  
Plan product mix  
Determine services to provide customers

**Performance Element**

**Position products/services to acquire desired business image.**

**Performance Indicators**

Describe factors used by marketers to position products/businesses  
Explain the nature of branding  
Explain the role of customer service in positioning/image  
Develop strategies to position product/business  
Build brand

**Performance Element****Performance Indicators****Additional specialized performance indicators**

Explain the affect of housekeeping standards on repeat business  
 Identify standards for purchasing fresh food items  
 Maintain restaurant quality control standards  
 Explain the concept of product in the hospitality industry  
 Describe services offered by the hospitality industry  
 Explain the nature of function space set-ups  
 Explain the nature of product extensions in the hospitality industry  
 Select menu items  
 Determine services to provide customers  
 Plan variety of guest activities  
 Select guest service options for establishment  
 Monitor guest satisfaction with services/facility  
 Explain environmental factors conducive to customer satisfaction  
 Determine space requirements and allocation  
 Design store's layout  
 Create desired atmosphere  
 Evaluate hotel properties

**Instructional Area****PROMOTION****Performance Element**

**Acquire a foundational knowledge of promotion to understand its nature and scope.**

**Performance Indicators**

Explain the role of promotion as a marketing function  
 Explain the types of promotion  
 Identify the elements of the promotional mix  
 Describe the use of business ethics in promotion  
 Describe the use of technology in the promotion function  
 Describe the regulation of promotion

**Performance Element**

**Advertise to communicate promotional messages to targeted audiences.**

**Performance Indicators**

Explain the types of advertising media  
 Explain components of advertisements  
 Explain the nature of direct advertising strategies  
 Describe considerations in using databases in advertising

**Performance Element**

**Manage promotional activities to maximize return on promotional efforts.**

**Performance Indicators**

Explain the nature of a promotional plan  
 Coordinate activities in the promotional mix

**Performance Element****Performance Indicators****Additional specialized performance indicators**

Describe the concept of promotion in the hospitality industry  
 Prepare store/department for special event  
 Explain promotional methods used by hotels/motels  
 Implement creative display techniques and theme options for banquet service  
 Dismantle/Store displays/display fixtures/forms  
 Post events and information  
 Create promotional signs  
 Develop a sales packet for a hospitality industry

**Instructional Area****Performance Element****Performance Indicators****SELLING****Acquire a foundational knowledge of selling to understand its nature and scope.**

Explain the nature and scope of the selling function  
 Explain the role of customer service as a component of selling relationships  
 Explain key factors in building a clientele  
 Explain company selling policies  
 Explain business ethics in selling  
 Describe the use of technology in the selling function  
 Describe the nature of selling regulations

**Performance Element****Performance Indicators****Acquire product knowledge to communicate product benefits and to ensure appropriateness of product for the customer.**

Acquire product information for use in selling  
 Analyze product information to identify product features and benefits

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

Explain the selling process

**Performance Element****Performance Indicators****Manage sales activities to meet sales goals/objectives.**

Explain the nature of sales management

**Performance Element****Performance Indicators****Additional specialized performance indicators**

Assign rooms to arriving guests  
 Accept payment from arriving guests  
 Post charges to guest's account  
 Demonstrate check-out procedures  
 Settle guest's account  
 Describe the rights of customers in the hospitality industry  
 Explain factors that motivate people to choose a hospitality site  
 Recommend hospitality services

**Performance Indicators**

Conduct walk-through for on-site tour  
Ask for booking  
Demonstrate suggestion selling  
Upsell property features to guests  
Sell good/service/idea to individuals  
Make hospitality reservation for customer/client  
Register guests/clients  
Sell good/service/idea to groups  
Process group arrivals

Plan follow-up strategies for use in selling  
Change/Cancel customer's reservation  
Process complimentary offers and coupons/discounts  
Process cash sales  
Process travelers checks  
Assist with currency exchange  
Process credit sales  
Verify customer's credit at check-in  
Accept checks from customers  
Cash guest/client checks  
Operate register/terminal  
Prepare cash drawers/banks  
Maintain appropriate cash level  
Maintain petty-cash fund  
Open/Close register/terminal  
Process special orders  
Process special food requests  
Arrange special services for customers  
Sell gift certificates  
Process telephone orders  
Process advance room reservations  
Prepare for day's arrivals  
Block rooms for arriving guests  
Perform bucket (room rack) check and resolve discrepancies  
Process guest checkout  
Process group checkout  
Coordinate selling effort with other departments  
Plan strategies for meeting sales quotas  
Analyze sales reports  
Maintain catering sales records  
Analyze food and beverage sales income report  
Analyze restaurant sales (average check, seat turnover, sales per square foot)  
Analyze room sales/occupancy rates  
Establish relationship with customer  
Determine customer needs  
Recommend specific product  
Convert customer objections into selling points  
Close the sale  
Demonstrate suggestion selling