

Unit/Standard Number	<p style="text-align: center;">Tourism and Travel Services Marketing Operations CIP 52.1905 Task Grid</p> 	<p>Proficiency Level Achieved: (X) Indicates Competency Achieved to Industry Proficiency Level</p>
Secondary Competency Task List		
L100	INTERPRETING MARKETING and BUSINESS FUNDAMENTALS IN THE HOSPITALITY INDUSTRY	
L101	Identify and explain seven functions of marketing.	
L102	Identify and explain economic utilities.	
L103	Identify and explain the components of the marketing mix.	
L104	RESERVED	
L105	Examine the role of business in society	
L106	Examine the global environment in which businesses operate.	
L109	Identify marketing fundamentals and basic concepts	
L151	ORIENTATION: Complete the required MCTI/classroom entry forms	
L152	ORIENTATION: Demonstrate knowledge of school and classroom operations, procedures and safety rules/regulations.	
L161	WORK HABITS: Practice NOCTI standards for end-of-program assessment	
L162	WORK HABITS: Identify industry certification/s standards	
L163	WORK HABITS: Demonstrate professional entry level work habits	
L164	WORK HABITS: Demonstrate appropriate workplace behaviors, appearance and communication skills.	
L165	WORK HABITS: Complete employment readiness skills in Professional Development Program	
L200	SOLVING MATHEMATICAL PROBLEMS IN THE HOSPITALITY INDUSTRY	
L201	Process sales documentation and employee records for a business.	
L202	Calculate correct change for customer transaction.	
L203	Calculate sales tax and discounts.	
L204	Perform an opening/closing reconciliation of a cash drawer.	
L205	RESERVED	
L206	Calculate profit, markup and markdown.	
L207	Calculate prices for merchandise using pricing strategies.	
L300	EXPLORING CAREER DEVELOPMENT OPPORTUNITIES	
L301	Prepare a résumé for a specific job in Marketing or Business.	
L302	Prepare a letter of application for a specific job in the field of Marketing or Business.	
L303	Complete a job application for a specific job in the field of Marketing or Business.	
L304	Prepare for a job interview in the field of Marketing and Business.	

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L305	Research career and educational opportunities in Marketing or Business Education.	
L306	Demonstrate and practice networking skills.	
L400	INTRODUCTION TO COMPUTER APPLICATIONS IN THE HOSPITALITY WORKPLACE	
L401	Prepare marketing documents using technology.	
L402	Identify the significance of customer/product database.	
L403	Create projects using multimedia sources and applications.	
L404	Research trends in technology	
L500	COMMUNICATIONS IN HOSPITALITY AND MARKETING	
L501	RESERVED	
L502	Communicate effectively within the workplace.	
L503	Demonstrate ability to read and comprehend written communications.	
L504	Create a variety of written business communications utilized in the workplace.	
L505	Demonstrate ability to speak effectively to customers, supervisors, and vendors using proper grammar and terminology.	
L506	RESERVED	
L507	Prepare and deliver a marketing related presentation.	
L508	Demonstrate positive customer relations.	
L509	Interpret nonverbal communications.	
L600	CTSO/DECA	
L601	Identify what DECA/CTSO represents.	
L602	Identify which CTSOs are available to marketing students.	
L603	Demonstrate appropriate business attire.	
L604	Identify and demonstrate leadership qualities.	
L605	Participate maturely in a CTSO meeting.	
L606	Participate in a problem solving discussion at a CTSO meeting.	
L607	Explain the importance of initiative and taking responsibility as an employee.	
L608	Demonstrate knowledge of DECA's goals and purposes consistent with length of membership.	

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L609	Participate in MCTI DECA's Annual Program of Work.	
L610	Explore and prepare for a DECA co-curricular competitive event.	
L611	Participate maturely in a CTSO/DECA Conference and/or professional meeting	
L612	Study and demonstrate knowledge of standard meeting and teamwork protocol and strategies for successful collaboration to achieve a common goal.	
L613	Practice and demonstrate leadership, management and career preparation skills through CTSO/DECA activities.	
L800	BUSINESS MANAGEMENT ISSUES	
L801	Compare the different forms of business ownership.	
L802	Research safety concerns in the hospitality industry.	
L803	Analyze the nature of risk management.	
L804	Identify basic elements of finance and credit.	
L805	Explain the nature of business ethics.	
L900	SELLING IN THE HOSPITALITY INDUSTRY	
L901	Identify the steps of the sales process.	
L902	Demonstrate greeting and approaching a customer.	
L903	Create probing questions to determine customer needs.	
L904	Demonstrate feature-benefit selling.	
L905	Demonstrate suggestive selling.	
L909	Define various terms pertaining to selling.	
L910	Demonstrate methods of handling sales objections.	
L911	Follow and interpret business policies to customers.	
L1000	ADVERTISING AND PROMOTING IN THE HOSPITALITY INDUSTRY	
L1001	Explain the importance of promotion, advertising and how it serves consumers.	
L1002	RESERVED	
L1003	Identify the different types of advertising media.	
L1005	RESERVED	
L1010	RESERVED	

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L1012	RESERVED	
L1013	RESERVED	
L1100 CUSTOMER SERVICE		
L1101	Describe the benefits of customer service.	
L1103	Demonstrate the use of effective face-to-face communication with customers.	
L1104	Demonstrate strategies of relationship management.	
L1105	Demonstrate techniques to solve customer problems.	
L1106	Explain the importance of putting extra effort into satisfying customers.	
L1107	Demonstrate handling difficult customers.	
L1108	RESERVED	
L1109	RESERVED	
L1200 CHANNEL MANAGEMENT IN THE HOSPITALITY INDUSTRY		
L1201	Identify and explain the channels of distribution.	
L1300 RESERVED		
L1301	RESERVED	
L1400 RETAIL OPERATIONS & MERCHANDISING IN THE HOSPITALITY INDUSTRY		
L1401	Examine retail operations in the hospitality industry.	
L1402	Describe the concept of economic goods and services.	
L1403	Examine the concept of economic resources and activities.	
L1404	Identify and discuss supply and demand factors.	
L1405	RESERVED	
L1407	RESERVED	
L1408	RESERVED	
L1500 PRODUCT/SERVICE MANAGEMENT		
L1502	Explain the nature of product/service branding.	
L1504	Develop strategies to position a product/business.	

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310100 HOSPITALITY & TOURISM INDUSTRY		
310101	Describe the nature and scope of the hospitality and tourism industry.	
310102	Explain the need for respect and value for all guests as an element of providing quality guest service in the hospitality and tourism industry.	
310103	Identify the types of hotels available to hospitality and tourism guests.	
310104	Identify impact of travel time and time zones on the traveler and the industry.	
310105	Study and identify numerous travel and tourism-related geographic sites, including the local tourism industry.	
310200 CAREERS IN HOSPITALITY		
310201	Explore and identify various career advancement options for the hospitality and tourism industries.	
310202	Explain the skills, responsibilities and characteristics of a guest service professional.	
310203	Identify the steps required during the job hunt and interview process.	
310204	Identify and demonstrate professional ethics as well as the role of ethics and honesty during the job hunt and interview process.	
310300 GUEST CYCLE		
310301	Identify how a seamless guest experience is managed by employees and the property.	
310302	Identify the tasks performed during pre-arrival, arrival, occupancy, and departure.	
310303	Identify how the emotional engagement of guests is influenced by each stage of the guest cycle.	
310304	Explain how to determine guests' wants and needs in order to meet and exceed expectations with the global traveling public.	
310400 GUEST EXPERIENCE CYCLE		
310401	Identify the reason for encouraging repeat guest business and how guest satisfaction measurements help a business.	
310402	Identify the stages of the guest experience cycle and the activities associated with each stage.	
310403	Identify the purpose for providing seamless guest experiences and the components used in above-and beyond guest service.	
310404	Explain the role of guest recovery during the handling of guest complaints, issues, or problems.	
310500 FINANCIAL PROCESSES AND THE GUEST CYCLE		
310501	Explain the financial transactions that occur during the guest cycle and the financial opportunities for employees to influence guest spending during each phase of the cycle.	
310502	Explain the guest privacy issues that occur during financial transactions and identify procedures intended to protect those guest's rights.	

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310600	COMMUNICATION	
310601	Identify the nature and scope of implementing and demonstrating effective communication methods both internally and externally in hospitality and tourism.	
310602	Explain the importance of office etiquette to the hospitality and tourism industry.	
310603	Identify the rules of written and electronic communication skills.	
310604	Identify the seven barriers to effective communication.	
310605	Identify the purpose of interdepartmental communication methods, including the Comm Center in hospitality and tourism operations.	
310700	FRONT OFFICE OPERATIONS	
310701	Explain the structure of the rooms division and the two departments assigned to the division.	
310702	Identify the job positions and areas of responsibility for employees that report through and/or manage the front office, including the need for performance standards.	
310703	Describe the key functions of the front desk operation and the nine steps of the registration cycle.	
310704	Identify the financial processes, and when each should occur, during the financial reporting cycle.	
310705	Identify the types of room rate systems used by hotels.	
310800	EXECUTIVE HOUSEKEEPING OPERATIONS	
310801	Identify the scope of responsibilities handled by the housekeeping department, including job positions that report to the executive housekeeper.	
310802	Identify the functions and responsibilities of the executive housekeeper along with how to apply productivity and performance standards to housekeeping positions.	
310803	Identify the correct process for guestroom cleaning, room inspections, and reporting of maintenance issues.	
310804	Describe how to calculate, track, order, and issue recycled and non-recyclable inventory items to maintain par numbers.	
310805	Identify par levels and the role of the laundry cycle in storing, issuing, and tracking for the linen inventory – including the formulas used to manage housekeeping inventories.	
310806	Identify common green practices used by the housekeeping department.	

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310900 FACILITIES MANAGEMENT		
310901	Identify the role and responsibilities of the facilities management department (including the chief engineer) at a hotel.	
310902	Explain the purpose of facilities management regularly scheduling and performing preventive maintenance, routine inspections, and manufacturer-recommended maintenance on systems, equipment, and other high-cost items – as well as maintaining interior and exterior spaces.	
310903	Identify the process for reporting, completing, and tracking repairs by the facilities management department	
310904	Discuss the four key planning areas for an emergency preparedness plan along with the role of maintaining emergency backup systems at a hotel.	
310905	Identify the three E's of green initiatives and most common green practices that fall under the facilities management department.	
311000 FOOD AND BEVERAGE SERVICES		
311001	Identify the restaurant industry's position as a major source of jobs in the U.S.	
311002	Identify the purpose for type of service, menu options, and cost in each of the five main categories of food service outlets.	
311003	Explain the guest and employee segments of the food and beverage guest cycle.	
311004	Explain the need for implementing, and consistently using, financial controls for labor costs, food costs, menu pricing, and cash control in a food and beverage operation.	
311005	Identify the ADA requirements that typically affect a food and beverage operation.	
311006	Identify the purpose of safety and sanitation in food service operations and the need for a written Sanitation Risk Management (SRM) program such as HACCP.	
311007	Identify the four main styles of table service and the purpose of each including the goal of providing excellent food in food service operations..	
311008	Identify the need for responsible beverage operations, the role of a dram law, and liabilities, legalities, and responsibilities servers, bartenders, restaurants, bars, lounges, and other beverage service providers face when serving alcohol.	
311009	Explain the role of banquets, catering, and special events in food and beverage operations.	
311010	Identify the ten most common green practices used by food and beverage facilities.	

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311100 RESORT OPERATIONS		
311101	Identify the nature and scope of resorts, cruise lines, recreational vehicles, and tent camping in the hospitality and tourism industry, including the target guest markets.	
311102	Explain the purpose of using internal resources for sources of guest experiences and the purpose of building strong partnerships with outside businesses, agencies, and other sources for guest activities.	
311200 OPERATIONAL FINANCE		
311201	Identify the financial goal of a hotel or lodging property.	
311202	Identify the key difference between a revenue center and a cost center along with the areas belonging to each.	
311203	Identify the steps required to complete a night audit and the role of the night auditor in the process.	
311204	Identify the purpose of the occupancy percentage (OP), average daily rate (ADR), and revenue per available room (RevPAR) as key night audit calculations, including calculating the yield statistic daily and comparing it to the occupancy percentage.	
311205	Identify green practices which will reduce a hotel's carbon footprint and also reduce operating costs.	
311300 MARKETING		
311301	Identify the marketing activities used in the hospitality and tourism industry including the purpose of measuring return on investment (ROI); know the difference between marketing and advertising.	
311302	Identify the four Ps of marketing and the role of each in the development of a marketing plan.	
311303	Identify the purpose of analyzing market segments (including demographics and psychographics) when deciding which target market to focus on when build a marketing plan, strategy, and message.	
311304	Identify the purpose of communicating marketing messages, including the role of ethics within the hospitality and tourism industry.	
311305	Explain the purpose of implementing green practices as part of the marketing plan, strategy, or message.	
311400 SALES		
311401	Identify the role and responsibilities of sales, and the key objectives of the sales department in the hospitality and tourism industry.	
311402	Identify the structure and positions found in a hospitality and tourism sales department.	
311403	Identify the purpose of prospecting and the role of the Internet, networking, relationship building, strategic alliances, and referrals in hospitality and tourism sales.	

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311404	Identify the types of sales, the purpose of upgrading sales, and the role of specialty sales in hospitality and tourism.	
311500 OPERATIONAL SAFETY		
311501	Identify the purpose of maintaining a safe, healthy environment for guests and employees.	
311502	Explain the risk management process, a job safety analysis report and the use of the 14 elements of a health and safety program in the workplace.	
311503	Identify the role of the Occupational Safety and Health Administration (OSHA) in ensuring a safe and healthy work environment for all American workers by overseeing Hazardous Materials Communication (HazCom) Standards.	
311504	Identify the safety policies and procedures regarding operational safety for slips, trip, and falls along with fire safety and safe lifting.	
311600 SECURITY		
311601	Explain the role and functions of hotel employees and security in providing reasonable care in protecting people and property during criminal, severe weather, and emergency situations.	
311602	Describe the role of security in maintaining control over both metal and electronic key systems for a property.	
311603	Identify the types of emergencies common during daily operations that are handled by the security team.	
311604	Identify the role of emergency preparedness to guarantee an emergency response plan is in place for a variety of potentially life-threatening emergency situations.	
420100 PREPARING FOR A LEADERSHIP CAREER		
420101	List the advantages and disadvantages of a career in hospitality and tourism, and list the benefits for choosing a career in this industry	
420102	Describe segments of the hospitality and tourism industry, and explain the process for selecting an industry segment in which to work.	
420103	Identify the types of leadership positions available in the hospitality and tourism industry.	
420104	Identify traits of effective leaders and traditional management styles, including recognizing the need to vary leadership style in response to organizational needs.	

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420200 HOSPITALITY AND TOURISM LEADERSHIP		
420201	Identify 21st century leadership styles.	
420202	Identify why leaders must create leadership development goals and a path for meeting those goals.	
420203	Define power and empowerment, and describe how these concepts tend to play out in centralized and decentralized organizations.	
420204	Explain the need for respect and value for diversity in the hospitality and tourism industry.	
420205	Analyze the challenges and opportunities in welcoming diverse cultures to your property.	
420300 LEADERSHIP AND THE GUEST CYCLE		
420301	Identify the leadership skills and processes that lead to a seamless guest cycle.	
420302	Describe how employee empowerment and problem solving contributes to effective guest recovery and satisfaction.	
420400 MANAGING THE GUEST CYCLE		
420401	Describe why modeling inclusive behavior is an important skill for hospitality and tourism managers.	
420402	Identify how managers should apply property standards to the guest experience.	
420403	Identify the role of Guest Service Measurement (GSM) in managing the guest experience, including providing and managing Guest Service Gold level standards.	
420404	Describe the benefits of green practices and the role hospitality and tourism managers play in implementing them.	
420500 LEADERSHIP, EMPLOYEES, AND COMMUNICATION		
420501	Describe the purpose of a mission statement.	
420502	Explain the importance of communicating the purpose and role of their job positions to employees, including setting and measuring performance goals.	
420503	Describe proper workplace etiquette for listening, speaking, and writing.	
420504	Review the sources of conflict and describe basic strategies that can be used to manage conflict, including communication strategies to deal with difficult employees.	
420505	Define different aspects of guest communication.	
420506	Explain why media training for leaders in hospitality and tourism is necessary.	

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420600 FRONT OFFICE LEADERSHIP		
420601	Identify the key duties and responsibilities of the front office manager including managing labor costs.	
420602	Identify the reports attached to the night audit process.	
420603	Explain the role of job descriptions and specifications in measuring employee performance.	
420604	Summarize the role of the front desk in selling to guests.	
420605	Identify green practices that can be initiated and implemented by the front office.	
420700 MANAGING HOUSEKEEPING OPERATIONS		
420701	Identify the positions, duties and responsibilities of members of the housekeeping department.	
420702	Explain how the housekeeping department manages the budget process and identify methods to control labor and linen expenses.	
420703	Describe how the executive housekeeper is responsible for training, monitoring and continually measuring performance standards for housekeeping staff.	
420704	Discuss housekeeping management's role in promoting sustainable green practices.	
420800 LEADERSHIP AND FACILITIES MANAGEMENT		
420801	Summarize the duties and responsibilities of the chief engineer and facilities management team, including responsibility for ways to manage and conserve energy.	
420802	Analyze how ADA improvements affect the budgetary process.	
420803	Describe common emergency systems and their associated maintenance procedures.	
420804	Explain the benefits of using green building materials and identify ways facilities can reduce the property's carbon footprint.	
420900 FOOD AND BEVERAGE SERVICE LEADERSHIP		
420901	Identify the organizational structures of various food and beverage operations and describe how restaurants attract and retain staff.	
420902	Explain the steps involved in menu planning and menu design, and explain the value of periodic menu evaluation.	
420903	Describe procedures and issues involved with purchasing, receiving, storing, issuing, and controlling food and beverage operation supplies and equipment.	
420904	Describe the process of planning the design and choosing the décor of food and beverage operations, and summarize the cleaning process.	

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420905	Describe the critical role of food sanitation in food and beverage operations, and outline workplace safety responsibilities of managers.	
420906	Discuss labor and revenue control, and explain how food and beverage managers forecast sales.	
420907	Explain how food and beverage operations are addressing requests for healthier food options, sustainable foods, and food allergy issues.	
421000 MANAGING BANQUETS AND CATERED EVENTS		
421001	Outline the types of positions available to event planners, and describe the benefits of banquets and catered events for food and beverage operations.	
421002	Explain how banquets and catered events are booked and planned, and describe function books, contracts or letters of agreement, and function sheets.	
421003	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.	
421004	List challenges that managers and staff members face during banquets, and list examples of protocol issues.	
421005	Describe the types of controls that banquet managers must practice, and explain how guest comments can be collected and used.	
421100 HUMAN RESOURCES		
421101	Identify the basic rules of preparing for a job search, in preparing for interviews, assess the strengths and weaknesses of different types of interview approaches, and differentiate between closed-ended and open-ended questions.	
421102	Identify the employment laws that impact the hospitality and tourism industry and the role of human resources managers in applying these laws.	
421103	Distinguish between direct and indirect compensation, and identify factors that influence pay.	
421104	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.	
421200 MANAGING OPERATIONAL FINANCE		
421201	Discuss how revenue centers and cost centers are managed to ensure a property's profitability.	
421202	Identify the components of income statements and balance sheets and distinguish how to effectively apply operations and capital budgets.	
421203	Explain the purpose of revenue management in the hospitality and tourism industry.	

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421204	Use productivity standards and staffing guides to manage labor costs.	
421205	Identify the tax responsibilities a hospitality and tourism leader must manage.	
421300 MANAGING MARKETING		
421301	Describe the organization of marketing departments, and explain management's role in marketing.	
421302	Summarize the marketing mix: the four Ps, the four Cs, and steps of a marketing plan.	
421303	Describe the channels of distribution within the hospitality and tourism industry.	
421304	Explain how to prepare a marketing budget.	
421305	Identify trends that affect marketing in the hospitality and tourism industry.	
421400 MANAGING SALES		
421401	Identify the tools for selling and the methods used to develop and manage an effective sales team.	
421402	List the tools and processes used to sell to global audiences.	
421403	Outline the needs of special market segments and the sales strategies used to reach those segments.	
421500 SAFETY		
421501	Define risk management and the risk management process, including workplace safety in the hospitality and tourism industry.	
421502	Explain the benefits of a workplace safety committee, its goals, and its communication processes.	
421503	Identify ways to follow OSHA requirements.	
421600 MANAGING SECURITY		
421601	Describe how security should be used as a management tool.	
421602	Explain how surveillance, safe deposit boxes, and access control measures are used to protect guests and assets.	
421603	Summarize the nature of employee security issues, and identify the role of human resources in dealing with them.	
421604	Identify what should be considered in an emergency preparedness plan, and detail the role of the media relations spokesperson.	