



Hospitality Management

Primary Career Cluster:	Hospitality & Tourism
Consultant:	Elizabeth Rafferty, (615) 532-2840, Elizabeth.Rafferty@tn.gov
Course Code(s):	5490
Prerequisite(s):	<i>Hospitality Marketing</i> (6169)
Credit:	1
Grade Level:	11-12
Graduation Requirements:	This course satisfies one of three credits required for an elective focus when taken in conjunction with other Hospitality & Tourism courses.
Programs of Study and Sequence:	This is the third course in the <i>Hospitality & Tourism Management</i> program of study.
Aligned Student Organization(s):	DECA: http://www.decatn.org Steven Mitchell, (615) 532-2829, Steven.Mitchell@tn.gov
Coordinating Work-Based Learning:	Teachers are encouraged to use embedded WBL activities such as informational interviewing, job shadowing, and career mentoring. For information, visit https://tn.gov/education/topic/work-based-learning .
Available Student Industry Certifications:	None
Dual Credit or Dual Enrollment Opportunities:	There are no known dual credit/dual enrollment opportunities for this course. If interested in developing, reach out to a local postsecondary institution to establish an articulation agreement.
Teacher Endorsement(s):	035, 039, 052, 054, 152, 153, 158, 202, 204, 311, 430, 435, 436, 471, 472, 474, 475, 476
Required Teacher Certifications/Training:	None
Teacher Resources:	https://tn.gov/education/article/cte-cluster-hospitality-tourism

Course Description

Hospitality Management is an applied-knowledge course which allows students to continue to develop sound management skills in preparation for future careers in the hospitality industry. Upon completion of this course, proficient students will have skills in management structures and the roles of managers in hospitality-related businesses, with particular attention on the areas of human relations, accounting, sales, professional communications, and legal/ethical considerations and will be equipped with the knowledge and skills to pursue postsecondary study and future employment in the hospitality industry.

Program of Study Application

This is the third course in the *Hospitality & Tourism Management* program of study. For more information on the benefits and requirements of implementing this program in full, please visit the Hospitality & Tourism website at <https://tn.gov/education/article/cte-cluster-hospitality-tourism>.

Course Standards

Hospitality Management Structures & Roles

- 1) Distinguish between a horizontally organized and a vertically organized business or organization in one of the segments of the hospitality industry, drawing information from case studies or textbooks. 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 AAA, the Memphis Grizzlies, Hilton, the Tennessee Titans, and PepsiCo.
- 2) Compare and contrast the four management styles (autocratic, bureaucratic, democratic, and laissez-faire) found in the hospitality industry. Participate in role plays to exhibit characteristics of each type, using hospitality or tourism businesses as examples. Craft an argumentative text in support of the claim that good managers use combinations of these management styles. Cite specific examples from readings to support conclusions.
- 3) Research the management skills required of individuals to be contributing members of a hospitality team (i.e., delegation, motivation, communication, technical skills, time management, organizational planning, and professionalism). Synthesize research to produce a profile of a strong candidate for a hospitality management position in an oral, written, or graphic format.
- 4) Create a list of stressful situations that a manager in one of the hospitality segments may experience in everyday operations. Investigate the potential outcomes and actions of each situation when managed using a certain management style. Craft an explanation of how managerial skills can be applied to address each situation.

Human Resources

- 5) Summarize the major functions of a Human Resources department from the Society of Human Resources Management (SHRM) or similar authority. Prepare an electronic presentation providing an overview of the functions to present to stakeholders or peers.
- 6) Investigate the reporting responsibilities of Human Resources personnel in relation to federal authorities, specifically to the U.S. Social Security Administration (SSA) and Internal Revenue Services (IRS). Compile examples of documents needed by individuals to complete a job application. Obtain copies of documents such as the I-9 Employment Verification Form or W-9 Request for Taxpayer Identification Number and Certification; complete the instructions for filling the documents for submission.

- 7) Synthesize information on the correlation between productivity and employee satisfaction/morale. Create a plan that outlines how to enhance productivity through employee satisfaction. The plan should encourage staff growth and development by recommending methods supported by business and research.
- 8) Examine authentic vacancy announcements on local and national job boards for positions in the hospitality industry, and assess the typical employment requirements outlined, including certifications, degrees, and years of experience. Create a posting for a select position, including details such as the position title and description, company name, requirements/qualifications, salary conditions, and direction for how to apply.
- 9) Create, review, and revise an electronic Human Resource manual that a hospitality-related business could use to train new hires and staff members. Research major rules and regulations from state and federal agencies such as the Department of Labor and the Equal Employment Opportunity Commission to establish company policies that conform to existing laws. Lay out the document with the following sections, using language, tone, and style appropriate for the intended audience.
 - a. Roles and expectations of a position
 - b. Compensation
 - c. Scheduling
 - d. Leave
 - e. Social media compliance policy
 - f. Handling employee grievances
 - g. Addressing customer feedback and complaints
 - h. Performance assessments, including performance improvement and rewards

Accounting

- 10) Investigate the functions of accounting departments in hospitality-related businesses and organizations. Compare and contrast universal systems of accounts, such as Property Management Systems (PMS) and Point-of-Sales Systems (POS), evaluating the ease of use, cost, and training requirements. Craft an explanation of the advantages and disadvantages of each system by sharing with peers how hospitality businesses use them in their everyday operations.
- 11) Apply financial concepts and terminology to the analysis of hospitality businesses, including but not limited to the following: ledger, financial transaction, account, accounts receivable, accounts payable, 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.
- 12) Evaluate copies of financial statements (i.e., balance sheet, income statement, profit and loss statement, and cash flow sheet). Interpret the documents to explain how a sample company calculates its cash flow. Apply these skills to prepare a mock financial statement for a hospitality-related service.

Sales

- 13) Compare and contrast the differences between selling a service and selling a product in the hospitality industry. Citing examples from a range of companies or organizations, analyze sales strategies used in the hospitality industry to reach a certain customer demographic. Incorporate the analysis to create a profile of a successful sales professional in a hospitality segment of choice. The profile should include traits relating to professionalism, communication, previous experience, and social skills.
- 14) Select one new product or service provided by a hospitality business of choice. Research the costs associated with providing the new product/service, and examine how the business determined price(s) and promotion strategies. For example, research how a food service establishment expanded its menu or hours of operations, detailing how the business budgeted for added expenses due to labor/facilities and how it priced its products in order to make a profit. Drawing on this research, estimate the expense of adding the new product/service for a related hospitality business; evaluate findings in a mock business presentation, advancing recommendations to the business regarding the return on investment (ROI) of the additional product or service.

Professional Communications

- 15) Write internal and external business correspondence to convey and obtain information effectively for readers. Explain the nature of effective written communications. Select and utilize appropriate formats for professional writing; edit and revise written work consistent with professional standards.
- 16) 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.

Legislation & Governing Laws

- 17) Drawing on research from the Tennessee Department of Labor and Workforce Development, summarize various workers' rights laws and explain how they apply in specific hospitality segments. Craft an essay on the conditions that prompted the laws, the efforts made to enforce the laws, and changes brought about by the laws today.
- 18) Research the seven types of laws that regulate and govern the hospitality industry. Create a report outlining key recommendations and requirements to ensure a workplace free of hazards for all employees, citing sources from the Occupational Safety and Health Administration (OSHA) law and regulations.
- 19) Outline the steps necessary to complete and gain licenses from regulatory agencies such as the Tennessee Department of Commerce and Insurance, Division of Regulatory Boards. Citing evidence from case studies and news media, discuss liability issues that may be problematic if proper licenses are not obtained for projects or events. Example projects or

events include but are not limited to building a structure, organizing a city festival, or implementing smoking ordinances.

- 20) Research the Americans with Disabilities Act (ADA) and other similar resources for suggestions and regulations to accommodate customers with special needs. Create a list citing examples of accommodations that can be found in different environments in the hospitality and tourism industry, such as restaurants, hotels, ships, sporting venues, and theaters.
- 21) Research laws related to consumer protection within the hospitality industry, focusing on the events that influenced their creation. Select one such law and write a narrative essay describing the historical context and the significance of the legislation on customer and business behavior. Examples include guest privacy, total use of room, and protection from personal liability.

Ethics

- 22) 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.
- 23) Research, summarize, and deliver (via 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.

Standards Alignment Notes

*References to other standards include:

- P21: Partnership for 21st Century Skills [Framework for 21st Century Learning](#)
 - Note: While not all standards are specifically aligned, teachers will find the framework helpful for setting expectations for student behavior in their classroom and practicing specific career readiness skills.