

**Hospitality and Tourism Career Cluster**  
**Hospitality and Hotel Management Pathway**  
**Hotel Operations and Management**  
**Course Number: 08.45500**

**Course Description:**

The third course in the Hospitality and Hotel Management Pathway ensures that students gain an understanding of the organizational structures of different hotels and daily operational procedures. The course will lead the students to examine the roles and responsibilities of various divisions within a hotel operation and the impact of each on guest experience. The students will determine the different types of staffing that is necessary for different properties as well as analyze financials for the hotel industry.

Professional communication skills and practices, problem-solving, ethical and legal issues, and the impact of effective presentation skills are enhanced in this course to prepare students to be college and career ready. Employability skills are integrated into activities, tasks, and projects throughout the course standards to demonstrate the skills required by business and industry. Competencies in the co-curricular student organizations are integral components of both the employability skills standards and content standards for this course.

Hotel Operations and Management is the third course in the Hospitality and Hotel Management pathway in the Hospitality, Recreation and Tourism career cluster. Students enrolled in this course should have successfully completed Hospitality, Recreation and Tourism Essentials and Hospitality, Recreation and Tourism Management.

**Course Standard 1**

**MKT-HOM-1**

The following standard is included in all CTAE courses adopted for the Career Cluster/Pathways. Teachers should incorporate the elements of this standard into lesson plans during the course. The topics listed for each element of the standard may be addressed in differentiated instruction matching the content of each course. These elements may also be addressed with specific lessons from a variety of resources. This content is not to be treated as a unit or separate body of knowledge but rather integrated into class activities as applications of the concept.

**Standard: Demonstrate employability skills required by business and industry.**

The following elements should be integrated throughout the content of this course.

**1.1 Communicate effectively through writing, speaking, listening, reading, and interpersonal abilities.**

Person-to-Person Etiquette	Telephone and Email Etiquette	Cell Phone and Internet Etiquette	Communicating At Work	Listening
Interacting with Your Boss	Telephone Conversations	Using Blogs	Improving Communication Skills	Reasons, Benefits, and Barriers
Interacting with Subordinates	Barriers to Phone conversations	Using Social Media	Effective Oral Communication	Listening Strategies
Interacting with Co-workers	Making and Returning Calls		Effective Written Communication	Ways We Filter What We Hear
Interacting with Suppliers	Making Cold Calls		Effective Nonverbal Skills	Developing a Listening Attitude
	Handling Conference Calls		Effective Word Use	Show You Are Listening
	Handling Unsolicited Calls		Giving and Receiving Feedback	Asking Questions
				Obtaining Feedback

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			Getting Others to Listen
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Nonverbal Communication	Written Communication	Speaking	Applications and Effective Résumés
Communicating Nonverbally	Writing Documents	Using Language Carefully	Completing a Job Application
Reading Body Language and Mixed Messages	Constructive Criticism in Writing	One-on-One Conversations	Writing a Cover Letter
Matching Verbal and Nonverbal communication		Small Group Communication	Things to Include in a Résumé
Improving Nonverbal Indicators		Large Group Communication	Selling Yourself in a Résumé
Nonverbal Feedback		Making Speeches	Terms to Use in a Résumé
Showing Confidence Nonverbally		Involving the Audience	Describing Your Job Strengths
Showing Assertiveness		Answering Questions	Organizing Your Résumé
		Visual and Media Aids	Writing an Electronic Résumé
		Errors in Presentation	Dressing Up Your Résumé

### 1.2 Demonstrate creativity by asking challenging questions and applying innovative procedures and methods.

Teamwork and Problem Solving	Meeting Etiquette
Thinking Creatively	Preparation and Participation in Meetings
Taking Risks	Conducting Two-Person or Large Group Meetings
Building Team Communication	Inviting and Introducing Speakers
	Facilitating Discussions and Closing
	Preparing Visual Aids
	Virtual Meetings

### 1.3 Exhibit critical thinking and problem-solving skills to locate, analyze and apply information in career planning and employment situations.

Problem Solving	Customer Service	The Application Process	Interviewing Skills	Finding the Right Job
Transferable Job Skills	Gaining Trust and Interacting with Customers	Providing Information, Accuracy and Double Checking	Preparing for an Interview	Locating Jobs and Networking
Becoming a Problem Solver	Learning and Giving Customers What They Want	Online Application Process	Questions to Ask in an Interview	Job Shopping Online
Identifying a Problem	Keeping Customers Coming Back	Following Up After Submitting an Application	Things to Include in a Career Portfolio	Job Search Websites
Becoming a Critical Thinker	Seeing the Customer's Point	Effective Résumés:	Traits Employers are Seeking	Participation in Job Fairs
Managing	Selling Yourself and the Company	Matching Your Talents to a Job	Considerations Before Taking a Job	Searching the Classified Ads
	Handling Customer Complaints	When a Résumé Should be Used		Using Employment Agencies
	Strategies for Customer Service			Landing an Internship
				Staying Motivated to Search

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### 1.4 Model work readiness traits required for success in the workplace including integrity, honesty, accountability, punctuality, time management, and respect for diversity.

Workplace Ethics	Personal Characteristics	Employer Expectations	Business Etiquette	Communicating at Work
Demonstrating Good Work Ethic	Demonstrating a Good Attitude	Behaviors Employers Expect	Language and Behavior	Handling Anger
Behaving Appropriately	Gaining and Showing Respect	Objectionable Behaviors	Keeping Information Confidential	Dealing with Difficult Coworkers
Maintaining Honesty	Demonstrating Responsibility	Establishing Credibility	Avoiding Gossip	Dealing with a Difficult Boss
Paying Fair	Showing Dependability	Demonstrating Your Skills	Appropriate Work Email	Dealing with Difficult Customers
Using Ethical Language	Being Courteous	Building Work Relationships	Cell Phone Etiquette	Dealing with Conflict
Showing Responsibility	Gaining Coworkers' Trust		Appropriate Work Texting	
Reducing Harassment	Persevering		Understanding Copyright	
Respecting Diversity	Handling Criticism		Social Networking	
Making Truthfulness a Habit	Showing Professionalism			
Leaving a Job Ethically				

### 1.5

Expected Work Traits	Teamwork	Time Management
Demonstrating Responsibility	Teamwork Skills	Managing Time
Dealing with Information Overload	Reasons Companies Use Teams	Putting First Things First
Transferable Job Skills	Decisions Teams Make	Juggling Many Priorities
Managing Change	Team Responsibilities	Overcoming Procrastination
Adopting a New Technology	Problems That Affect Teams	Organizing Workspace and Tasks
	Expressing Yourself on a Team	Staying Organized
	Giving and Receiving Constructive Criticism	Finding More Time
		Managing Projects
		Prioritizing Personal and Work Life

### 1.6 Present a professional image through appearance, behavior, and language.

On-the-Job Etiquette	Person-to-Person Etiquette	Communication Etiquette	Presenting Yourself
Using Professional Manners	Meeting Business Acquaintances	Creating a Good Impression	Looking Professional
Introducing People	Meeting People for the First Time	Keeping Phone Calls Professional	Dressing for Success
Appropriate Dress	Showing Politeness	Proper Use of Work Email	Showing a Professional Attitude
Business Meal Functions		Proper Use of Cell Phone	Using Good Posture
Behavior at Work Parties		Proper Use in Texting	Presenting Yourself to Associates

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Behavior at Conventions			Accepting Criticism
International Etiquette			Demonstrating Leadership
Cross-Cultural Etiquette			
Working in a Cubicle			

### Course Standard 2

#### MKT-HOM-2

##### Describe the various operational structures of hotel enterprises.

- 2.1 Identify and describe different corporate structures for hotels.
- 2.2 Analyze the relationship of the hotel organizational structure and the operational strategies employed by hotel management.
- 2.3 Outline the typical departments in small, mid-sized and large hotels and explain how they collaborate to accomplish the mission and goals of the hotel.
- 2.4 Create an organizational chart for different categories of hotels.
- 2.5 List and describe key positions in hotel operations and outline the roles and responsibilities for each.
- 2.6 Compare and contrast various rating services and scales for hotels.
- 2.7 Discuss the impact of social media on hotel reviews and ratings.

### Course Standard 3

#### MKT-HOM-3

##### Examine the role and responsibilities of the General Manager in the hotel industry.

- 3.1 Summarize the general duties and daily responsibilities of a General Manager of a hotel.
- 3.2 Define the services within a hotel that are directly related to the role of the General Manager.
- 3.3 Discuss the General Manager's role as a leader and coach for the staff of a hotel.
- 3.4 Investigate conflicts that could impact multiple departments within a hotel and identify factors that contribute to various circumstances.
- 3.5 Examine different approaches to conflict management within the hotel environment.
- 3.6 Map the various career pathways to become a General Manager of a hotel.

### Course Standard 4

#### MKT-HOM-4

##### Determine the significance of the rooms division department in a hotel and describe the daily functions.

- 4.1 Identify and describe the departments within the rooms division of a hotel.
- 4.2 Compare the organizational structures of the front office in different sized hotels.
- 4.3 List the positions within the front office and describe typical job duties for each.
- 4.4 Identify the factors that contribute to a successful front office operation.
- 4.5 Describe a typical career path for a front office manager of a hotel.
- 4.6 Analyze and discuss the importance of effective communication amongst the front office team.
- 4.7 Determine how the rooms division can achieve income generation for a hotel property.

- 4.8 Recommend how hotel staff can manage a guest complaint and pivot for a positive experience.

## Course Standard 5

### HRT-HOM-5

**Examine the evolution of the guest's services department and the function it serves in the operations of a modern hotel.**

- 5.1 Determine the role of occupancy forecasting on scheduling, budgeting, and purchasing for a hotel property.
- 5.2 Evaluate the task of forecasting in the hotel industry and recognize how the role and responsibility may differ depending on the size and organizational structure of the hotel.
- 5.3 Investigate the effects of overbooking and justify reasons why hotels employ this practice.
- 5.4 Explore the guests experience from pre-booking through check-out and describe experiences that will have positive or negative influence on a guest's review.
- 5.5 Illustrate the check-in process and room assignments.
- 5.6 Discuss the role of the property management system in capturing guest history, maintaining guest records and yield management.
- 5.7 Differentiate the various duties that need to be performed by each of the standard shifts: first shift, second shift and night audit.
- 5.8 Describe methods to establish and control room rates.
- 5.9 Identify discount types and determine how and when they are used.
- 5.10 Compute occupancy, ADR, REVPAR and yield and explain how each is used to measure financial performance.

## Course Standard 6

### MKT-HOM-6

**Explain the roles and duties of the housekeeping, security, and engineering departments in a hotel organization.**

- 6.1 Compare the organization of the housekeeping and security departments for different sized hotels.
- 6.2 Discuss the role and responsibilities of the Executive Housekeeper.
- 6.3 Outline the positions within the housekeeping department and list the duties associated.
- 6.4 Examine the role that housekeeping plays in the overall guest experience and security and loss prevention.
- 6.5 Analyze how inaccurate reporting of room status can impact profitability of a hotel.
- 6.6 Discuss the role and responsibilities of a Director of Security for a hotel.
- 6.7 Outline the positions within the security department and list the duties associated.
- 6.8 Describe the function of the engineering department in different sized hotels.
- 6.9 Discuss the role and responsibilities of the Chief Engineer.
- 6.10 Outline the positions within the engineering department and list the duties associated.

## Course Standard 7

### MKT-HOM-7

**Describe the diverse roles and responsibilities within the food and beverage department of a hotel operation.**

- 7.1 Identify the various departments managed within the food and beverage division of a hotel.

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- 7.2 Compare the organizational structures of the food and beverage department in different sized hotels.
- 7.3 Outline the positions within the food and beverage department and list the duties associated.
- 7.4 Compare and contrast how hotel food and beverage offerings differ from food and beverage establishments that are not located on hotel properties.
- 7.5 Describe the role of a manager in a hotel Food & Beverage Department.
- 7.6 Identify the role and responsibilities of the Purchasing Department in a large hotel.
- 7.7 Describe the functions of the banquet and conventions department of a large hotel property.
- 7.8 Identify the factors that determine profitability in operating a hotel Food & Beverage Department.
- 7.9 Discuss live entertainment as a function of a hotel food & beverage operation.
- 7.10 Research and summarize current trends in the Hotel Food & Beverage Industry.
- 7.11 Analyze how room occupancy affects Food & Beverage sales.

### Course Standard 8

#### **MKT-HOM-8**

#### **Develop a general understanding of the hospitality and hotel accounting functions and the significant impact on the business.**

- 8.1 Describe the function and duties of the accounting department in different sized hotels.
- 8.2 Describe the roles of the controller and other accounting staff members.
- 8.3 Consider the relationships between the accounting department and other hotel departments.
- 8.4 Distinguish between the transient ledger and the city ledger.
- 8.5 Trace guest accounts from the front office, through the night audit, and to the city ledger.
- 8.6 Review daily reports and other management reports generated by the night audit.
- 8.7 Explain how credit policies and cash control policies are applied in hotels.
- 8.8 Discuss the division of accounts receivable and accounts payable in hotel operations.
- 8.9 Examine various fraud and scams that target hotels and recommend prevention methods.
- 8.10 Account for the types of inventories conducted in each department of a hotel.
- 8.11 Analyze Profit and Loss statements, statements of cash flow, and balance sheets for a hotel operation.
- 8.12 Discuss the role of financial reports in budgeting and cost control.
- 8.13 Explain the process of creating annual budgets.

### Course Standard 9

#### **MKT-HOM-9**

#### **Determine the functions of the sales and marketing department in the hotel industry.**

- 9.1 Describe the function and duties of the sales and marketing department in different sized hotels
- 9.2 Discuss the role of the Director of Sales for a hotel property.

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- 9.3 List positions in the sales and marketing office and define their responsibilities and duties.
- 9.4 Examine the cooperation needed between sales and marketing and the rooms and food and beverage divisions.
- 9.5 Describe the marketing mix as it applies to hotel operations.
- 9.6 Analyze the role of the sales department in group reservations and event coordination.
- 9.7 Demonstrate the sales skills required by hotel managers to market guest services.
- 9.8 Describe the importance of customer service after the sale.

### Course Standard 10

#### **MKT-HOM-10**

#### **Examine the role and responsibilities of the Human Resources Department within a hotel organization.**

- 10.1 Compare the functions of the human resources department in different sized hotels.
- 10.2 Discuss the role of the Director of Human Resources for a hotel.
- 10.3 List positions in the human resources department and define their responsibilities and duties.
- 10.4 Explain the importance of the human resources department in protecting the hotel through monitoring hiring, training, and disciplinary processes.
- 10.5 Classify human resources as a support department.

### Course Standard 11

#### **MKT-HOM-11**

#### **Explore current technology and trends in the hotel industry.**

- 11.1 Investigate how technology has altered and continues to evolve in the hotel industry.
- 11.2 Discuss ways that technology influences guest satisfaction.
- 11.3 List issues management should address when evaluating new technology.
- 11.4 Identify and practice the basic technological skills that are required for hotel management.
- 11.5 Provide examples of shifting operational procedures that are critical to successful management of a large hotel.
- 11.6 Discuss the trends in hotel procedures that indicate increased guest services.
- 11.7 Identify the advantages and need to cross-train employees in the hotel industry.

### Course Standard 12

#### **MKT-HOM-12**

#### **Explore how related student organizations are integral parts of career and technology education courses through leadership development, school and community service projects, entrepreneurship development, and competitive events.**

- 12.1 Explain the goals, mission, and objectives of DECA.
- 12.2 Explore the impact and opportunities a student organization (DECA) can develop to bring business and education together in a positive working relationship through innovative leadership and career development programs.
- 12.3 Explore the local, state, and national opportunities available to students through participation in related student organizations (DECA) including but not limited to

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conferences, competitions, community service, philanthropy, and other student organization activities.

- 12.4 Explain how participation in career and technology education student organizations can promote lifelong responsibility for community service and professional development.
- 12.5 Explore the competitive events related to the content of this course and the required competencies, skills, and knowledge for each related event for individual, team, and chapter competitions.