

Hospitality & Management Professional

Exam Objectives

Level 2

Leadership

List the advantages and disadvantages of a career in hospitality and tourism, and list the benefits for choosing a career in this industry

Describe segments of the hospitality and tourism industry, and explain the process for selecting an industry segment in which to work.

Identify the types of leadership positions available in the hospitality and tourism industry.

Identify traits of effective leaders.

Define traditional management styles.

Explain the importance of varying your leadership style in response to organizational needs.

Hospitality and Tourism Leadership

Identify 21st century leadership styles.

Identify why leaders must create leadership development goals and a path for meeting those goals.

Define power and empowerment, and describe how these concepts tend to play out in centralized and decentralized organizations.

Explain the need for respect and value for diversity in the hospitality and tourism industry.

Describe how managers can lead employees to meet the needs of global guest audiences.

Analyze the challenges and opportunities in welcoming diverse cultures to your property.

Identify the leadership skills and processes that lead to a seamless guest cycle.

Describe how employee empowerment contributes to effective guest recovery.

Explain how problem solving contributes to leadership processes in hospitality and tourism.

Managing the Guest Experience Cycle

Describe why modeling inclusive behavior is an important skill for hospitality and tourism managers.

Identify how managers should apply property standards to the guest experience.

Identify the role of Guest Service Measurement (GSM) in managing the guest experience.

Explain how a manager leads a GOLD guest service team.

Describe the benefits of green practices and the role hospitality and tourism managers play in implementing them.

Leadership Communication

Describe the purpose of a mission statement.

Explain the importance of communicating the purpose and role of their job positions to employees.

Identify the steps involved in setting performance goals and ensuring that employee performance meets property standards.

Describe proper workplace etiquette for listening, speaking, and writing.

Explain communication strategies that can help managers deal with difficult employees.

Review the sources of conflict and describe basic strategies that can be used to manage conflict.
Define different aspects of guest communication.
Explain why media training for leaders in hospitality and tourism is necessary.
Front Office Management
Identify the key duties and responsibilities of the front office manager.
Identify the reports attached to the night audit process.
Describe how labor costs are managed by the front office.
Explain the role of job descriptions and specifications in measuring employee performance.
Summarize the role of the front desk in selling to guests.
Identify green practices that can be initiated and implemented by the front office.
Housekeeping Operations
Identify which positions report to the executive housekeeper.
Identify the duties and responsibilities of the executive housekeeper.
Explain how the housekeeping department manages the budget process.
Identify methods housekeeping management can implement to control labor and linen expenses.
Describe how the executive housekeeper develops, communicates, and monitors performance standards for housekeeping staff.
Explain how the training of housekeeping staff is conducted.
Discuss housekeeping management's role in promoting sustainable green practices.
Facilities Management
Summarize the duties and responsibilities of the chief engineer.
Analyze how ADA improvements affect the budgetary process.
Identify various measures facilities managers can take to manage and conserve energy.
Describe common emergency systems and their associated maintenance procedures.
Explain the benefits of using green building materials.
Identify ways the facilities management team can reduce a property's carbon footprint.
Food and Beverage Operations
Identify the organizational structures of various food and beverage operations and describe how restaurants attract and retain staff.
Explain the steps involved in menu planning and menu design, and explain the value of periodic menu evaluation.
Describe procedures and issues involved with purchasing, receiving, storing, issuing, and controlling food and beverage operation supplies and equipment.
Describe the process of planning the design and choosing the décor of food and beverage operations, and summarize the cleaning process.
Describe the critical role of food sanitation in food and beverage operations, and outline workplace safety responsibilities of managers.
Discuss labor and revenue control, and explain how food and beverage managers forecast sales.
Explain how food and beverage operations are addressing requests for healthier food options, sustainable foods, and food allergy issues.

Managing Banquets and Catered Events
Outline the types of positions available to event planners, and describe the benefits of banquets and catered events for food and beverage operations.
Explain how banquets and catered events are booked and planned, and describe function books, contracts or letters of agreement, and function sheets.
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.
List challenges that managers and staff members face during banquets, and list examples of protocol issues.
Describe the types of controls that banquet managers must practice, and explain how guest comments can be collected and used.
Human Resources
Identify the four basic rules in preparing for interviews, and assess the strengths and weaknesses of different types of interview approaches, and differentiate between closed-ended and open-ended questions.
Identify the employment laws that impact the hospitality and tourism industry and the role of human resources managers in applying these laws.
Distinguish between direct and indirect compensation, and identify factors that influence pay.
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.
Managing Operational Finance
Discuss how revenue centers and cost centers are managed to ensure a property's profitability.
Identify the components of income statements and balance sheets.
Distinguish between operations and capital budgets and explain how to use each appropriately.
Explain the purpose of revenue management in the hospitality and tourism industry.
Use productivity standards and staffing guides to manage labor costs.
Identify the tax responsibilities a hospitality and tourism leader must manage.
Marketing
Describe the organization of marketing departments, and explain management's role in marketing.
Summarize the marketing mix: the four Ps and the four Cs.
Identify the steps of a marketing plan.
Describe the channels of distribution within the hospitality and tourism industry.
Explain how to prepare a marketing budget.
Identify trends that affect marketing in the hospitality and tourism industry.
Sales
Describe training techniques managers can use to build an effective sales team.
Identify the methods used to manage an effective sales team.
List the tools and processes used to sell to global audiences.

Outline the needs of special market segments and the sales strategies used to reach those segments.
Summarize strategies for selling to the digital traveler.
Safety & Security
Describe why workplace safety is a significant responsibility of the hospitality and tourism manager.
Explain the benefits of a workplace safety committee, its goals, and its communication processes.
Define risk management, and identify the steps of the risk management process.
Identify ways to follow OSHA requirements.
Describe how security should be used as a management tool.
Explain how surveillance, safe deposit boxes, and access control measures are used to protect guests and assets.
Summarize the nature of employee security issues, and identify the role of human resources in dealing with them.
Identify what should be considered in an emergency preparedness plan, and detail the role of the media relations spokesperson.