



## Hospitality and Tourism Competency Chart

At the end of the secondary program (12) each competency is coded: I = Introductory; P = Proficient

Competency	12				Comments
<b>HOSPITALITY AND TOURISM CORE BODY OF KNOWLEDGE</b>					
<b>Unit 1: Career Exploration and Development</b>					
<b>1.1 Examine the numerous career pathways within hospitality and tourism.</b>	<b>P</b>	<b>Yr</b>	<b>Ch</b>	<b>Pg</b>	
1.1.1 Identify current and future career options in hospitality and tourism.		2	3, 11	166, 460	
1.1.2 Identify education and training needed for entry-level, skilled level and supervisory level careers in hospitality and tourism.		2	3	167	
1.1.3 Identify personal characteristics required for individuals working in this field.		2	I	15	
1.1.6 Identify key terms and principles associated with the hospitality and tourism industry.		2	3, 11	144, 440	
<b>1.2 Explore professional development opportunities.</b>	<b>I</b>	<b>Yr</b>	<b>Ch</b>	<b>Pg</b>	
1.2.1 Research continuing education and professional development courses to advance skills or remain current in the profession.		2	3	18	
1.2.3 Maintain a résumé, a list of references, resource files, and a portfolio of work experience, licenses and certifications.		2	1	24	



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<b>1.3</b>	<b>Examine the benefits and costs of the hospitality and tourism industry at the local, regional, state, national and international levels.</b>	<b>I</b>	<b>Yr</b>	<b>Ch</b>	<b>Pg</b>	
1.3.1	Examine economic benefits and costs.		2	11	440	
1.3.2	Examine social benefits and costs.		2	11	445	
1.3.3	Examine cultural benefits and costs.		2	11	442	
1.3.4	Examine environmental benefits and costs.		2	11	442	
<b>1.4</b>	<b>Explore the characteristics and trends related to domestic and international travelers.</b>	<b>I</b>	<b>Yr</b>	<b>Ch</b>	<b>Pg</b>	
1.4.1	Explore demographics concerning domestic and international business and leisure travelers.		2	11	451	
1.4.2	Explore geographic origins of domestic and international business and leisure travelers.		2	3, 11	144, 441	
1.4.3	Explore the psychographic characteristics of and trends related to domestic and international business and leisure travelers.		2	3, 11	153, 445	
1.4.4	Explore travelers' motivations, needs and expectations concerning international and domestic business and leisure travel.		2	11	445	



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<b>1.5 Examine the development, growth and future of the hospitality and tourism industry.</b>		<b>I</b>	<b>Yr</b>	<b>Ch</b>	<b>Pg</b>
1.5.1	Identify the origins of the hospitality and tourism industry.		2	3, 11	144, 440
1.5.2	Examine major growth stages in the industry and their causes.		2	3	153
1.5.3	Identify the scope of the industry and overall trends in the hospitality and tourism industry at the local, state, national and international levels.		2	11	445
1.5.4	Identify major actions of the hospitality and tourism industry that create growth.		2	11	445, 455
1.5.5	Describe the impact of local, state, national and international events on the hospitality and tourism industry (e.g., impact of 9/11, natural disasters, personal safety).		2	11	441
<b>1.6 Participate in an organization's community outreach involvement.</b>		<b>I</b>	<b>Yr</b>	<b>Ch</b>	<b>Pg</b>
1.6.1	Identify educational, environmental and community needs and social issues for organizational involvement.		2	6	287
1.6.2	Describe issues on which to focus organizational support		2	6	287
1.6.3	Participate in social and/or outreach activities.		2	6	287
1.6.4	Encourage staff involvement.		2	6	287
1.6.5	Recognize the importance of an organization's social and community relationships and their effects on the organization.		2	6	287



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Unit 2: Business Processes						
<b>2.1</b>	<b>Summarize the structure and functions of the hospitality and tourism industry.</b>	<b>I</b>	<b>Yr</b>	<b>Ch</b>	<b>Pg</b>	
2.1.1	Identify types of business organizations and functions (e.g., outsourcing, partnerships, alliances).		2	1	100	<i>Not specified</i>
2.1.2	Identify business reporting and information flow.					
2.1.4	Explore the functions of the departments and units within the larger organizations.		2	3	155	
2.1.5	Identify ways in which organizational functions are interdependent.		2	3	155	<i>Not specified</i>
2.1.6	Define stakeholder relationships (e. g., customer, employee, shareholder, supplier).					
2.1.7	Explain the importance of business partnerships and relationships.		2	11	445, 466	
2.1.8	Describe current and future business trends and their impact on hospitality and tourism.		2	1	98	



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<b>2.2 Manage human resources.</b>	<b>I</b>	<b>Yr</b>	<b>Ch</b>	<b>Pg</b>	
2.2.1 Explain human resources functions and strategies (e.g., recruiting, training, managing, evaluating, motivating).		2	3	149, 169	<i>Not specified</i>
2.2.2 Follow personnel and human resource policies.		2	I	43	
2.2.3 Manage an employee performance development and improvement plan.		2	I	15	
2.2.4 Summarize wage and hour, discrimination, harassment, and access, based on federal, state and local laws.		2	I	7	
2.2.5 Recognize signs of addiction, substance abuse and mental illness, and comply with appropriate laws and company policies.		2	I	44	
2.2.6 Identify factors contributing to stress (i.e., distress and eustress).					
2.2.7 Analyze human resources functions with organized labor.		2	3	149, 169	
2.2.8 Identify techniques to recruit, hire, train, appraise, discipline and terminate employees.					
2.2.9 Conduct orientation and training sessions.		2	I	15, 51	
<b>2.3 Explore budgeting skills to determine staffing levels.</b>	<b>I</b>	<b>Yr</b>	<b>Ch</b>	<b>Pg</b>	
2.3.1 Calculate labor hours for each level of customer traffic.		2	10	411	
2.3.2 Calculate the number of employees to schedule at each level.		2	10	411	
2.3.3 Set staffing schedules to balance labor costs and level of customer traffic.		2	10	412	



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<b>2.4 Explain how planning and budgeting are used to accomplish organizational goals and objectives.</b>	<b>I</b>	<b>Yr</b>	<b>Ch</b>	<b>Pg</b>	
2.4.3 Identify and explain reports used to track performance and resources.		2	9	398	
2.4.4 Identify needed improvements and modifications, and describe how they will be implemented.		2	9	398	
2.4.5 Identify and describe the most critical performance problems that human services organizations typically face.		2	I	8	
<b>2.5 Analyze the role of creativity and innovation.</b>	<b>P</b>	<b>Yr</b>	<b>Ch</b>	<b>Pg</b>	
2.5.1 Demonstrate brainstorming techniques.		2	I	16	
2.5.2 Explain how creative problem solving can enhance one's business.		2	1, 11	16, 465	
<b>2.6 Explain basic accounting concepts and principles.</b>	<b>I</b>	<b>Yr</b>	<b>Ch</b>	<b>Pg</b>	
2.6.1 Describe basic accounting principles and applications.		2	9	380	
2.6.2 Explain accounting terminology.		2	9	380	
2.6.3 Describe record keeping procedures.		2	9	387	
2.6.4 Explain periodic reporting procedures.		2	9	393	
2.6.5 Interpret balance sheets, income statements, cash flow statements and break-even analyses.		2	9	398	
2.6.6 Prepare budgets, break-even analyses, cost and revenue analyses, and forecasts.					<i>Not specified</i>



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<b>2.7</b>	<b>Establish criteria for purchasing products and services.</b>	<b>I</b>	<b>Yr</b>	<b>Ch</b>	<b>Pg</b>	
2.7.1	Explain nature and scope of purchasing.		2	7	312	
2.7.2	Develop buying and purchasing policies.		2	7	296	
2.7.3	Establish criteria for managing the buying process.		2	7	296	
2.7.4	Establish criteria for qualifying vendors.		2	7	304	
2.7.5	Develop cooperative relationships with vendors.		2	7	304	
2.7.6	Explain the bidding process and select vendors.		2	7	304	
2.7.7	Describe negotiation of contracts with vendors.		2	7	304	
2.7.8	Review vendor performance.		2	7	304	
<b>2.8</b>	<b>Explain material control and product inventories necessary to meet customer and business requirements.</b>	<b>P</b>	<b>Yr</b>	<b>Ch</b>	<b>Pg</b>	
2.8.1	Explain the relationship between quality control and supply of materials.		2	7	320	
2.8.2	Describe and utilize inventory control systems used in hospitality and tourism.		2	7	320	
2.8.3	Explain the impact of inventory control systems on productivity and profit.		2	7	320	



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<b>2.9 Explain economic conditions that impact the hospitality and tourism industry.</b>		<b>I</b>	<b>Yr</b>	<b>Ch</b>	<b>Pg</b>
2.9.1	Compare and contrast various forms of competition (e.g., pure, monopoly, oligopoly).		2	3	153
2.9.2	Describe the cyclical nature of the economy (e.g., unemployment, recession, inflation, depression, recovery).		2	I	56
2.9.3	Describe the relationship between business and government.		2	11	452
2.9.4	Describe the impact of global economic changes on the U.S. economy.		2	11	442
2.9.5	Discuss the impact of economic change on marketing mix strategies.		2	11	445
2.9.6	Describe relationships among total revenue, marginal revenue, output and profit.		2	3	183
<b>2.10 Explain international trade in hospitality and tourism.</b>		<b>I</b>	<b>Yr</b>	<b>Ch</b>	<b>Pg</b>
2.10.1	Describe the nature, importance and growth of international business.		2	11	452, 458
2.10.2	Explain the impact of the Internet on international business.		2	12	505
2.10.3	Describe legal issues related to international e-commerce.		2	12	453
2.10.4	Describe the effects of currency exchange rates on international business.		2	1	98
2.10.5	Describe the impact of a nation's government policies, political situation and economic condition on international business.		2	3	144
2.10.6	Describe geographical factors that affect international hospitality and tourism.		2	1	71
2.10.7	Explain the impact of culture on business practices.		2	1	71
2.10.8	Explain the effects of different types of international agreements on hospitality and tourism operations.		2	11	445



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<b>2.11 Examine and manage business risk.</b>		<b>I</b>	<b>Yr</b>	<b>Ch</b>	<b>Pg</b>	
2.11.6	Describe disaster preparedness and recovery plans.					<i>Not specified</i>
2.11.7	Identify types of insurance coverage.		2	3	169	
2.11.8	Follow policies and procedures for preventing theft (e.g., internal, vendor, burglary).		2	3	169	
2.11.9	Inspect financial transactions for counterfeit bills, check authenticity, credit card fraud, smart card fraud, check card fraud and electronic currency fraud.		2	3	169	
<b>2.12 Evaluate pricing fundamentals and stages.</b>		<b>I</b>	<b>Yr</b>	<b>Ch</b>	<b>Pg</b>	
2.12.1	Explain pricing functions, objectives and the role of business ethics in pricing.		2	3	177	
2.12.2	Discuss the price setting process (e.g., price sensitivity, price elasticity, competitor pricing research).		2	3	182	
2.12.3	Identify how pricing is affected by stages of the product life cycle.		2	3, 6	182, 185	
2.12.4	Evaluate features, purposes, advantages and disadvantages of cost-based, demand-based and competition-based pricing strategies.		2	3	180	
2.12.5	Evaluate characteristics, goals, advantages and disadvantages of segmented (e.g., customer segmented, location, time) pricing strategies.		2	3	179	
2.12.6	Evaluate the impact of e-commerce on pricing strategies.		2	3, 9	169, 381	
2.12.7	Evaluate pricing techniques (e.g., psychological, discount, promotional).		2	6	283	
2.12.8	Describe the relationship between pricing and revenue/yield management strategies.		2	6	283	



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<b>2.13 Use computer-based technology.</b>		<b>P</b>	<b>Yr</b>	<b>Ch</b>	<b>Pg</b>
2.13.1	Access a Web site using the Internet.		2	12	505
2.13.2	Use e-mail to send and receive messages.		2	12	505
2.13.3	Collect data from the environment, people and instruments.		2	12	504
2.13.4	Use electronic sources to determine the quality, relevance or usefulness of a product.		2	7, 12	296, 505
2.13.5	Use electronic sources to generate and access client and customer information for evaluation.		2	12	505
2.13.6	Use a database to summarize, compare and contrast information.		2	3	177



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Unit 3: Communications					
<b>3.1</b>	<b>Apply active listening skills to obtain and clarify information provided in oral communication.</b>	<b>P</b>	<b>Yr</b>	<b>Ch</b>	<b>Pg</b>
3.1.1	Differentiate between hearing and listening.		2	12	495
3.1.2	Identify the effects of physical, social and psychological factors on the ability to listen.		2	12	495
3.1.3	Paraphrase and repeat information to confirm understanding.		2	12	496
3.1.4	Ask questions to seek or confirm understanding.		2	12	496
3.1.5	Record and summarize information in written notes.		2	12	483, 487
3.1.6	Follow directions and/or respond in a positive way with clear, concise comments.		2	12	492
<b>3.2</b>	<b>Listen and speak effectively to contribute to group discussions and meetings.</b>	<b>P</b>	<b>Yr</b>	<b>Ch</b>	<b>Pg</b>
3.2.2	Clarify the purpose and goals of a discussion or meeting.				<i>Not specified</i>
3.2.4	Stay on subject and task.		2	12	487
3.2.5	Summarize the results of the meeting, including agreements and disagreements.		2	12	487
3.2.6	Speak succinctly and clearly to convey information.		2	12	487
3.2.7	Lead a staff meeting.		2	12	487
3.2.8	Defend ideas objectively.		2	12	487
3.2.9	Participate in group discussions.		2	12	487
<b>3.3</b>	<b>Interpret nonverbal behaviors to enhance communication.</b>	<b>P</b>	<b>Yr</b>	<b>Ch</b>	<b>Pg</b>
3.3.1	Identify nonverbal cues.		2	12	480, 496
3.3.2	Observe eye contact, facial expressions, posture, gestures and other body language.		2	12	497, 480
3.3.3	Describe the message conveyed by nonverbal behaviors.		2	12	480



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<b>3.4 Deliver presentations.</b>		<b>P</b>	<b>Yr</b>	<b>Ch</b>	<b>Pg</b>	
3.4.1	Demonstrate appropriate usage of grammar, diction and sentence structure.		2	12	483	<i>Not specified</i>
3.4.2	Identify characteristics of the audience and adjust to their ability to understand.		2	12	444	
3.4.3	Communicate main ideas and supporting facts to achieve the communication's purpose.		2	12	445	
3.4.4	Use visual aids and presentation technology to support formal presentations.					
3.4.5	Use proper organization and structure to achieve coherence.		2	12	485	
3.4.6	Use technical terms, references and quoted material properly.					
3.4.7	Interpret tables, charts and figures used to support the communication.					
3.4.8	Use verbal and nonverbal feedback strategies to engage discussion and adjust the message and delivery.		2	12	497	
3.4.9	Respond to questions and comments on a presentation.		2	12	504	
<b>3.5 Write technical communications.</b>		<b>P</b>	<b>Yr</b>	<b>Ch</b>	<b>Pg</b>	
3.5.1	Structure ideas and arguments in an organized manner that is supported by relevant documentation and/or examples.		2	12	483	<i>Not specified</i>
3.5.2	Use correct spelling, grammar, capitalization and punctuation.		2	12	484	
3.5.3	Identify positions from relevant research and resources.		2	12	484	
3.5.4	Calculate and interpret descriptive statistics to communicate and support predictions and conclusions.					
3.5.5	Utilize tables, charts and graphs to clarify textual explanations and support arguments.					
3.5.6	Write business letters, sales letters, informational messages, inquiries, persuasive		2	12	485	



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<b>3.6 Communicate written information.</b>		<b>P</b>	<b>Yr</b>	<b>Ch</b>	<b>Pg</b>	
3.6.1	Locate a variety of resources (e.g., books, journals, magazines, electronic information).					<i>Not specified</i>
3.6.2	Write specific steps for applying information learned to a task or a new situation.					<i>Not specified</i>
3.6.3	Interpret recipes, operational manuals, inventory control sheets, menus, correspondence, training manuals and other written documentation.		2	7	296	
<b>3.7 Utilize communication technology.</b>		<b>P</b>	<b>Yr</b>	<b>Ch</b>	<b>Pg</b>	
3.7.1	Communicate using electronic equipment (e.g., computer, fax, pagers, copier, Internet, phone, print, PDA, e-mail).		2	12	505	
3.7.2	Access information using electronic equipment.		2	12	505	
3.7.3	Identify typical use and documentation policies regarding the use of telecommunications tools.		2	12	505	
<b>Unit 4: Ethics and Legal Responsibilities</b>						
<b>4.1 Practice ethical and legal guidelines.</b>		<b>P</b>	<b>Yr</b>	<b>Ch</b>	<b>Pg</b>	
4.1.1	Differentiate between legal and ethical issues and situations.					<i>Not specified</i>
4.1.6	Identify the types of contracts and describe their roles in the hospitality and tourism industry.					<i>Not specified</i>
4.1.8	Complete reporting documents.					<i>Not specified</i>
<b>4.2 Comply with legal policies and laws regarding hiring, harassment and safety issues.</b>		<b>P</b>	<b>Yr</b>	<b>Ch</b>	<b>Pg</b>	
4.2.4	Explain the standards of confidentiality and privacy.					<i>Not specified</i>



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<b>4.3 Discuss the implications of ethical and unethical behavior.</b>		<b>P</b>	<b>Yr</b>	<b>Ch</b>	<b>Pg</b>	
4.3.1	Recognize personal, professional and organizational ethics.					<i>Not specified</i>
4.3.2	Demonstrate respect for the property of customers, other professionals and coworkers.		2	12	489	
4.3.3	Resolve issues relating to any potential conflicts of interest between personal, professional and organizational ethics.		2	12	491	
4.3.4	Identify strategies for responding to the unethical actions of individuals and organizations.		2	12	491	
4.3.5	Identify the ramifications of unethical actions.		2	12	491	
<b>4.4 Assess legal standards.</b>		<b>P</b>	<b>Yr</b>	<b>Ch</b>	<b>Pg</b>	
4.4.1	Identify legal responsibilities regarding union and/or non-union practices.					<i>Not specified</i>
<b>Unit 5: Safety, Health and Environment</b>						
<b>5.5 Develop safety and security strategies for individuals and groups in multiple environments to minimize risks.</b>		<b>I</b>	<b>Yr</b>	<b>Ch</b>	<b>Pg</b>	
5.5.5	Outline how locking systems protect guests and/or customers.					<i>Not specified</i>
5.5.7	Design a security system using security personnel.					<i>Not specified</i>
5.5.8	Detail ways to use lighting to increase security.					<i>Not specified</i>



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<b>5.10 Assess strategies for handling demonstrations and confrontations.</b>		<b>P</b>	<b>Yr</b>	<b>Ch</b>	<b>Pg</b>	
5.10.1	Differentiate between demonstrations and confrontations.		2	12	491	<i>Not specified</i>
5.10.2	Describe the emergency action plan for demonstrations and confrontations.		2	12	491	
5.10.3	Explain the relationships with law enforcement officials when dealing with situations.		2	12	492	
5.10.4	Explain policies and procedures for accommodating the rights of demonstrators (e.g., union strikes).					
5.10.5	Describe strategies for preventing escalation of volatile situations.					
5.10.6	Outline safety and security issues for individuals and groups in multiple environments to minimize risks.					
5.10.7	Explain potential, real and perceived natural, social and terrorism-related emergency situations.					
<b>5.11 Assess strategies for handling emergency evacuations.</b>		<b>P</b>	<b>Yr</b>	<b>Ch</b>	<b>Pg</b>	
5.11.3	Explain the bomb threat policies and evacuation procedures.					<i>Not specified</i>
5.11.4	Explain the emergency weather related policies and procedures.					<i>Not specified</i>
5.11.5	Explain the procedures for dealing with unauthorized persons who pose a threat.					<i>Not specified</i>



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Unit 6: Cultural Diversity						
6.2 Compare idioms from various areas or regions to appreciate the nuances of language.		I	Yr	Ch	Pg	
6.2.1	Identify unique, regional U.S. terms or slang related to travel and tourism.					<i>Not specified</i>
6.2.2	Examine words used in other English-speaking countries for differences in pronunciation, spelling and meaning.					<i>Not specified</i>
6.4 Describe the impact of the cultural environment on business.		I	Yr	Ch	Pg	
6.4.3	Describe business practices in different cultures.					<i>Not specified</i>
6.4.4	Describe the steps used to receive business visitors in different countries.					<i>Not specified</i>
6.4.5	Describe the negotiation tactics and decision-making processes used in various cultures.					<i>Not specified</i>
6.4.6	Describe types of business relationships maintained in various cultures.					<i>Not specified</i>
6.4.7	Compare and contrast business entertainment practices in various parts of the world.					<i>Not specified</i>
6.4.8	Identify cultural attitudes and practices in the U.S. that could inhibit successful business operations in another country.					<i>Not specified</i>
6.4.9	Describe modifications to American business practices required for success in the global marketplace.					<i>Not specified</i>



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Unit 7: Fiscal Management						
<b>7.3</b>	<b>Explain strategies for fiscal accounting.</b>	<b>P</b>	<b>Yr</b>	<b>Ch</b>	<b>Pg</b>	
7.3.1	Differentiate a cash accounting system from an accrual accounting system, and identify the advantages of each system.		2	9	380	
7.3.2	Describe the documents that are essential for managing the budget.		2	9	380	
7.3.3	Identify payment systems (e.g., cash, invoice, credit cards).		2	9	380	
<b>7.5</b>	<b>Describe strategies for handling contracts.</b>	<b>P</b>	<b>Yr</b>	<b>Ch</b>	<b>Pg</b>	
7.5.1	Explain the importance of written contracts with clear terms and conditions.					<i>Not specified</i>
7.5.2	Define the offer, acceptance and legal consideration elements of a contract.					<i>Not specified</i>
7.5.3	Explain the basic terms and conditions that should be included in a contract for a meeting or event.					<i>Not specified</i>
7.5.4	Describe the role dispute resolution has in a contract.					<i>Not specified</i>
7.5.5	Describe policies and procedures for obtaining legal advice.					<i>Not specified</i>
7.5.6	Identify what constitutes a default or breach of contract.					<i>Not specified</i>
<b>7.6</b>	<b>Describe strategies for insuring an event.</b>	<b>I</b>	<b>Yr</b>	<b>Ch</b>	<b>Pg</b>	
7.6.1	Describe the different types of insurance and coverage available for meeting and events					<i>Not specified</i>
7.6.2	Explain the parameters of liability insurance.					<i>Not specified</i>
7.6.3	Describe policies and procedures for obtaining insurance advice.					<i>Not specified</i>
7.6.4	Identify what insurance coverage is held by the facility.					<i>Not specified</i>



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Unit 8: Entrepreneurship						
<b>8.2</b>	<b>Explain the role of small business in the economy.</b>	<b>I</b>	<b>Yr</b>	<b>Ch</b>	<b>Pg</b>	
8.2.1	Explain the need for entrepreneurial discovery.					<i>Not specified</i>
8.2.2	Determine opportunities for venture creation.					<i>Not specified</i>
8.2.3	Assess opportunities for venture creation.					<i>Not specified</i>
8.2.4	Describe idea-generation methods.					<i>Not specified</i>
8.2.5	Generate venture ideas.					<i>Not specified</i>
8.2.6	Determine the feasibility of ideas.					<i>Not specified</i>
<b>8.3</b>	<b>Develop a business plan.</b>	<b>I</b>	<b>Yr</b>	<b>Ch</b>	<b>Pg</b>	
8.3.1	Conduct a strengths, weaknesses, opportunities and threats (SWOT) analysis for a new business.					<i>Not specified</i>
8.3.4	Forecast income and sales.					<i>Not specified</i>
8.3.6	Describe the roles of management, a board of directors and stakeholders for non-profit, private and public organizations in strategic planning and operations.					<i>Not specified</i>



## Hospitality and Tourism Competency Chart

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<b>Unit 9: Project Management</b>					
		I	Yr	Ch	Pg
<b>9.1</b>	<b>Develop and coordinate the diverse components of a project.</b>				
9.1.1	Select a project that fits business and organizational needs.				<i>Not specified</i>
9.1.2	Create a project plan that takes into account all aspects of the project.				<i>Not specified</i>
9.1.3	Develop a written statement outlining the scope, extent and limits of the project.				<i>Not specified</i>
9.1.4	Define a baseline plan for a project's scope, time and cost.				<i>Not specified</i>
9.1.5	Develop a project charter to serve as a proposal or contract document, which can be used to obtain or secure project approval.				<i>Not specified</i>
9.1.6	Determine the types and quantities of resources needed to complete project activities (e.g., people, equipment, software).				<i>Not specified</i>
9.1.7	Execute activities in the project plan.				<i>Not specified</i>



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<b>9.2 Manage a project.</b>					
9.2.1	Manage and coordinate business, organizational, technological and resource changes that affect an entire project.				<i>Not specified</i>
9.2.2	Redefine a project's scope, time, and cost plan when one factor must be traded off against another.				<i>Not specified</i>
9.2.3	Determine the usefulness of project management software tools.				<i>Not specified</i>
9.2.4	Use project management software tools to plan and control a project.				<i>Not specified</i>
9.2.5	Monitor a project's scope progress against the plan.				<i>Not specified</i>
9.2.6	Shut down a project at appropriate review points if problems are identified.				<i>Not specified</i>
9.2.7	Conclude a project when all the requirements are met.				<i>Not specified</i>
<b>9.3 Assess quality.</b>					
9.3.1	Describe which quality control standards are relevant to the project (e.g., ISO 9000, ISO 9001).				<i>Not specified</i>
9.3.2	Develop a quality management plan that quantifies and coordinates the activities and that assesses the effectiveness, efficiency and quality of the system.				<i>Not specified</i>
9.3.3	Describe quality assurance activities regularly to ensure that the project will satisfy the quality standards.				<i>Not specified</i>
9.3.4	Identify negative results detected during quality control activities.				<i>Not specified</i>
9.3.5	Identify quality initiatives in various industries (e.g., Lean, Kaizen, Baldrige).				<i>Not specified</i>



## Hospitality and Tourism Competency Chart

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<b>9.4 Manage quality project information.</b>					
9.4.1	Describe the information and communication needs of stakeholders (e.g., what information is needed, when is it needed, and to whom it will be provided).				<i>Not specified</i>
9.4.2	Decide how information will be gathered and stored.				<i>Not specified</i>
9.4.3	Make necessary information available to project stakeholders in a concise and timely fashion (i.e., using verbal, textual and graphical reporting tools).				<i>Not specified</i>
9.4.4	Manage client and stakeholder relationships (e.g., to ensure commitment and involvement, to encourage effective collaboration).				<i>Not specified</i>
9.4.5	Report on the progress of a project's schedule, cost and scope.				<i>Not specified</i>
9.4.6	Compare the present status to the baseline and use earned value analysis to forecast future trends.				<i>Not specified</i>
9.4.7	Communicate how changes will affect the stakeholders.				<i>Not specified</i>
9.4.8	Generate, gather and disseminate information to formalize phase and project completion.				<i>Not specified</i>
9.4.9	Conduct a post-project audit to ensure that the actuals, risks, general findings and "lessons learned" are documented and disseminated, thus supporting a continuous learning culture.				<i>Not specified</i>
9.4.10	Enter risk event information into the risk database and subsequent risk management process.				<i>Not specified</i>



## Hospitality and Tourism Competency Chart

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<b>9.5 Assess and control project risk.</b>					
9.5.1	Identify internal risks (i.e., those under the control of the project such as technology, staff).				<i>Not specified</i>
9.5.2	Identify external risks (i.e., those not under the control of the project such as the economy, the political climate).				<i>Not specified</i>
9.5.3	Use risk management charts, spreadsheets and other tools to assess the range of possible project outcomes and to prioritize risks.				<i>Not specified</i>
9.5.4	Write a project management plan to document the process, activities, milestones and responsibilities.				<i>Not specified</i>
9.5.5	Use statistical methods to develop a project cost and time-estimate range, quantified by risk probability and confidence level.				<i>Not specified</i>
9.5.6	Plan how to eliminate or mitigate risks by developing contingency plans.				<i>Not specified</i>
9.5.7	Communicate risks and possible results to stakeholders.				<i>Not specified</i>



## Hospitality and Tourism Competency Chart

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Unit 10: Marketing Functions						
10.1 Manage marketing functions.		I	Yr	Ch	Pg	
10.1.1	Explain the importance of marketing to hospitality and tourism success.		2	6	274	<i>Not specified</i>
10.1.2	Explain the concept of marketing strategies.		2	6	276	
10.1.3	Identify considerations for implementing global marketing strategies.					
10.1.4	Analyze market segmentation and its role in the marketing plan.		2	6	280	<i>Not specified</i>
10.1.5	Define customer profile.		2	6	277	
10.1.6	Conduct a strengths, weaknesses, opportunities, and threats (SWOT) analysis for use in marketing planning.					
10.1.7	Monitor marketing conditions.		2	6	280	
10.1.8	Describe measures used to control marketing planning.		2	6	278	<i>Not specified</i>
10.1.9	Evaluate the performance of a marketing plan.		2	6	280	
10.1.10	Explain the role of ethics in marketing information management.					



## Hospitality and Tourism Competency Chart

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<b>10.2 Examine marketing and its role in the hospitality and tourism industry.</b>	<b>I</b>	<b>Yr</b>	<b>Ch</b>	<b>Pg</b>	
10.2.1 Identify the primary functions of marketing and their roles in the hospitality and tourism industry.		2	6	272	
10.2.2 Identify the ways in which organizational functions and marketing are interdependent.		2	6	260	
10.2.3 Define stakeholder relationships (e.g., customers, employees, shareholders, suppliers).		2	7	298	
10.2.4 Explain the importance of business and marketing partnerships and relationships.		2	6	285	
10.2.5 Describe current marketing trends.		2	6	274	
10.2.6 Describe the differences between products and services.		2	6	274	
10.2.7 Describe the wide scope of marketing (e.g., business-to-customer, business-to-business, industrial, nonprofit, electronic).		2	6	276	
10.2.8 Define marketing mix and the importance of product and service decisions in the marketing mix.		2	6	276	
<b>10.3 Explain basic e-commerce concepts.</b>	<b>I</b>	<b>Yr</b>	<b>Ch</b>	<b>Pg</b>	
10.3.1 Define and describe e-commerce concepts (e.g., front end, back end).		2	12	504	
10.3.2 Explain how e-commerce is similar to, yet different from, traditional commerce.					<i>Spin-off Discussion</i>
10.3.3 Discuss the global impact of e-commerce on society, business, and the hospitality and tourism industry.					<i>Spin-off Discussion</i>
10.3.4 Explain the scope of e-commerce and how it relates to business practices.		2	6	276	
10.3.5 Describe the impact of wireless e-commerce.					<i>Spin-off Discussion</i>
10.3.6 Describe the impact of emerging technologies.					<i>Spin-off Discussion</i>
10.3.7 Explain business-to-business and business-to-consumer e-commerce.					<i>Spin-off Discussion</i>



## Hospitality and Tourism Competency Chart

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<b>10.4 Gather marketing information.</b>		<b>I</b>	<b>Yr</b>	<b>Ch</b>	<b>Pg</b>	
10.4.1	Identify information required for marketing decision-making.		2	6	272	<i>Class activity</i>
10.4.2	Describe and collect primary and secondary data.		2	6	283	
10.4.3	Search the Internet for marketing information.					
10.4.4	Review internal records for marketing information.		2	6	280	
10.4.5	Review industry publications and trade journals for marketing information.					
10.4.6	Explain the concept of data mining.		2	12	504	
10.4.7	Explain the levels of data warehousing (e.g., data warehouse, data mart, data store).					
<b>10.5 Conduct marketing research.</b>		<b>I</b>	<b>Yr</b>	<b>Ch</b>	<b>Pg</b>	
10.5.1	Explain the nature of marketing research in a marketing-information management system.		2	6	281	<i>Not specified</i>
10.5.2	Describe types of marketing research.		2	6	276	
10.5.3	Identify research methods used to evaluate service quality.		2	6	278	
10.5.4	Conduct benchmarking study.					



## Hospitality and Tourism Competency Chart

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<b>10.6 Process information.</b>		<b>I</b>	<b>Yr</b>	<b>Ch</b>	<b>Pg</b>	
10.6.1	Describe various techniques for processing marketing information.		2	6	274	<i>Not specified</i>  <i>Class activity</i>
10.6.2	Explain the use of databases in organizing marketing data.		2	6	274	
10.6.3	Explain the importance and use of integrated databases.		2	6	274	
10.6.4	Use a database for information analysis.		2	6	274	
10.6.5	Explain the importance of databases that allow for multiple users and simultaneous access.					
10.6.6	Design a database for retrieving information in a form for decision-making.					
10.6.7	Interpret descriptive statistics for marketing decision-making.		2	6	267	
<b>10.7 Plan product and service management strategies.</b>		<b>I</b>	<b>Yr</b>	<b>Ch</b>	<b>Pg</b>	
10.7.1	Describe the role of product and service management in business success.		2	6	274	
10.7.2	Describe the components of product and service management.		2	6	274	
10.7.3	Identify examples of services bundled by multiple hospitality and tourism businesses.		2	3	153	
10.7.4	Identify the opportunities and threats inherent in a bundled service provided by multiple partners.		2	2	153	
10.7.5	Compare and contrast competition (e.g., their product and service mixes, prices, sales, promotional techniques).		2	6	280	
10.7.6	Use customer feedback.		2	6	276	
10.7.7	Evaluate factors used in adjusting product and service mix.		2	6	274	
10.7.8	Develop ideas for service.		2	6	287	



## Hospitality and Tourism Competency Chart

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<b>10.8 Develop new products and/or services.</b>		<b>I</b>	<b>Yr</b>	<b>Ch</b>	<b>Pg</b>	
10.8.1	Identify sources of ideas for new products and/or services.		2	11	440	<i>Trade publications</i>
10.8.2	Identify strategic opportunities for partnerships jointly providing service.		2	11	442	
10.8.3	Identify types of potential products and/or services.		2	11	445	
10.8.4	Identify methods for evaluating a new product and/or service idea.					<i>Not specified</i>
10.8.5	Test market the new product and/or service.		2	6	276	<i>Class activity</i>
10.8.6	Develop a product and/or service launch plan.					
<b>10.9 Analyze positioning.</b>		<b>I</b>	<b>Yr</b>	<b>Ch</b>	<b>Pg</b>	
10.9.1	Describe factors that marketers use to position products, businesses and/or services.		2	6	280	<i>Not Specified</i>
10.9.2	Explain co-branding and its impact on positioning.					
10.9.3	Explain the role of customer service in positioning and/or image.		2	6	281	
10.9.4	Describe the role of customer expectations in services marketing.		2	6, 12	280, 500	
<b>10.10 Analyze the concept of branding.</b>		<b>I</b>	<b>Yr</b>	<b>Ch</b>	<b>Pg</b>	
10.10.1	Explain the concept of branding.		2	12	500	<i>Not specified</i>
10.10.2	Explain the importance of branding in buyer decision-making.		2	6	282	
10.10.3	Define trademark, brand name, brand mark, licensing and brand equity.					
10.10.4	Describe reasons why customers are brand loyal.					



## Hospitality and Tourism Competency Chart

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10.10.5	Describe brand strategies (e.g., family brand, individual brand, multiple brand) and the advantages and disadvantages of each.					<i>Not specified</i>
10.10.6	Describe trademarks and trademark limitations.					<i>Not specified</i>
10.10.7	Analyze the value of an individual brand in a competitive marketplace.					<i>Not specified</i>
10.10.8	Identify business components that influence buyer perception of a brand (e.g., advertising, product presentation, customer service, loyalty programs, brand distribution, brand standards, packaging, public relations, Web site).		2	6	280	
10.10.9	Integrate logos, slogans and URLs throughout offline and online publications and advertising.					<i>Class activities</i>
10.10.10	Increase brand identity through co-branding.					<i>Not specified</i>
10.10.11	Integrate components into a consistent brand identity process.		2	6	280	
<b>10.11 Evaluate and use a Web site as a marketing tool.</b>		<b>I</b>	<b>Yr</b>	<b>Ch</b>	<b>Pg</b>	
10.11.1	Identify the purpose and importance of a web presence.		2	6	286	
10.11.2	Develop Web site design, components and strategies.					<i>Not specified</i>
10.11.3	Create interactive opportunities on a Web site.					<i>Not specified</i>
10.11.4	Complete marketing research on a Web site.					<i>Not specified</i>
10.11.5	Develop customer relationship management strategies for a Web site.					<i>Not specified</i>
10.11.6	Evaluate and update a Web site.					<i>Not specified</i>
10.11.7	Identify the global and legal implications of Web site marketing.		2	6	286	
10.11.8	Explain the role of the Web site as a promotional tool and distribution channel.					<i>Spin-off Discussion</i>



## Hospitality and Tourism Competency Chart

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Unit 11: Promotion						
11.1 Analyze promotion fundamentals.		I	Yr	Ch	Pg	
11.1.1	Explain the nature and scope of promotion.		2	6	285	
11.1.2	Explain the communication process used in promotion.		2	6	276	
11.1.3	Explain the role of promotion in marketing.		2	6	285	
11.1.4	Identify the elements of the promotional mix.		2	6	272	
11.1.5	Describe the use of business ethics in promotion.		2	12	501	
11.1.6	Describe the regulation of promotion.		2	12	501	
11.1.7	Explain the uses of databases in promotion.					<i>Not specified</i>
11.1.8	Identify sources and costs of databases.					<i>Not specified</i>
11.2 Describe promotion laws and regulations.		I	Yr	Ch	Pg	
11.2.1	Explain the need for truthfulness in promotional messages and claims.		2	12	500	
11.2.2	Discuss how the use of misleading or inaccurate statements in promotion is regulated.		2	12	500	
11.2.3	Describe actions that the Federal Trade Commission (FTC) can take to correct misleading advertising.					<i>Spin-off Discussion</i>
11.2.4	Describe legal issues used in promotion (e.g., copyright, trademarks).					<i>Spin-off Discussion</i>
11.2.5	Identify state regulations related to promotion.					<i>Spin-off Discussion</i>



## Hospitality and Tourism Competency Chart

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<b>11.3 Evaluate the role of advertising in business promotions.</b>		<b>I</b>	<b>Yr</b>	<b>Ch</b>	<b>Pg</b>	
11.3.1	Describe the types, advantages and disadvantages of broadcast media, print media, specialty advertising, Internet advertising and other forms of advertising.		2	12	500	<i>Not specified</i>
11.3.2	Discuss the nature of direct advertising strategies (e.g., direct mail, e-mail, automated callers, faxes, catalogs).		2	12	500	
11.3.3	Identify the differences between business-to-business and business-to-consumer advertising.					
11.3.4	Explain opt-in, opt-out and permission marketing as it relates to advertising.					
11.3.5	Identify types of direct mail promotions, out-of-home media and examples of "other media."					
11.3.6	Describe advertising outsourcing and services offered by each type of advertising agency.					
11.3.7	Analyze the impact and value of the various advertising options (e.g., radio, television, Internet, print).		2	12	501	
<b>11.4 Determine advertising needs and utilize advertising.</b>		<b>I</b>	<b>Yr</b>	<b>Ch</b>	<b>Pg</b>	
11.4.1	Explain the nature of advertising strategies.		2	6	272	<i>Not specified</i>
11.4.2	Develop strategies for utilizing appropriate media.		2	6, 12	276, 483	
11.4.3	Write promotional messages that appeal to targeted markets.		2	6	281	
11.4.4	Compare and contrast the various costs associated with each advertising media.		2	12	500	
11.4.5	Develop an advertising campaign.		2	6	285	
11.4.6	Evaluate the effectiveness of advertising.		2	6	278	
11.4.7	Identify opportunities for cooperative partnerships.		2	12	500	
11.4.8	Develop media relations, and explain media format, deadlines and contacts.					



## Hospitality and Tourism Competency Chart

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<b>11.5 Evaluate and plan public relations.</b>		<b>I</b>	<b>Yr</b>	<b>Ch</b>	<b>Pg</b>	
11.5.1	Define public relations, media relations and publicity.		2	6	287	<i>Not specified</i>
11.5.2	Identify publicity opportunities.		2	6	287	
11.5.3	Generate ideas for publicity (e.g., features, interviews, speeches).		2	12	483	
11.5.4	Develop a public relations plan.		2	6, 12	286, 505	
11.5.5	Assess new technologies.		2	12	478	
11.5.6	Define methods of evaluation.					
<b>11.6 Access and implement a community relations plan.</b>		<b>I</b>	<b>Yr</b>	<b>Ch</b>	<b>Pg</b>	
11.6.1	Analyze the costs and benefits of company participation in community activities.		2	6	287	<i>Not specified</i>
11.6.2	Identify the responsibilities of corporate citizenship.		2	6	287	
11.6.3	Describe the connection between community relations and image.		2	6	287	
11.6.4	Research opportunities for community relations.		2	6	287	
11.6.5	Describe service league initiatives.		2	6	287	
11.6.6	Develop and evaluate a community relations plan, including advocacy.					



## Hospitality and Tourism Competency Chart

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<b>11.7 Develop sales promotion activities.</b>		<b>I</b>	<b>Yr</b>	<b>Ch</b>	<b>Pg</b>	
11.7.1	Identify types of sales promotion (e.g., coupons, premiums, sweepstakes, discounts).		2	12	500	
11.7.2	Identify how sales promotion can be used.		2	12	502	
11.7.3	Calculate the costs of sales promotion activities.		2	6	276	
11.7.4	Determine when sales promotion activities are the best promotional tool.		2	6	285	
11.7.5	Generate a sales promotion plan.		2	6	285	
11.7.6	Coordinate activities in a promotional mix.		2	6	267	
11.7.7	Identify the return on investment (ROI) of sales promotion activities.		2	6	267	
11.7.8	Devise tracking instruments to determine the effectiveness of sales promotion activities.		2	12	500	
<b>11.8 Evaluate and manage promotion.</b>		<b>I</b>	<b>Yr</b>	<b>Ch</b>	<b>Pg</b>	
11.8.1	Explain the nature of a promotional plan.		2	6	272	
11.8.2	Coordinate activities in the promotional mix.		2	6	272	
11.8.3	Set brand-related objectives.		2	6	280	
11.8.4	Use past materials to aid in promotional planning		2	6	280	
11.8.5	Prepare a promotional budget and manage promotional allowances.		2	6	278	
11.8.6	Analyze risks in individual promotional services contracting.		2	6	276	
11.8.7	Analyze and evaluate promotional planning strategies.		2	12	500	<i>Not specified</i>



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Unit 12: Sales					
<b>12.1 Explain the role of customer service as a component of selling relationships</b>	<b>I</b>	<b>Yr</b>	<b>Ch</b>	<b>Pg</b>	
12.1.1 Distinguish between customer service as a process.		2	4	213	
12.1.2 Explain how customer service facilitates sales relationships.		2	4	213	
12.1.6 Build relationships.		2	6	287	
<b>12.2 Prospect for and qualify customers.</b>	<b>I</b>	<b>Yr</b>	<b>Ch</b>	<b>Pg</b>	
12.2.2 Prospect for customers using meeting, convention and association data.		2	11	445	
<b>12.3 Process proposals and contracts.</b>	<b>I</b>	<b>Yr</b>	<b>Ch</b>	<b>Pg</b>	
12.3.1 Respond to requests for proposals.		2	11	445	
12.3.2 Work with industry partners to develop proposals.		2	11	460	
12.3.3 Develop a sales proposal, including legal terms and conditions.		2	11	460	
12.3.4 Arrange for site inspections.		2	11	460	
12.3.5 Develop sales contracts.		2	11	460	
12.3.6 Plan follow up strategies.		2	11	460	
12.3.7 Maintain a customer database.		2	11	460	



## Hospitality and Tourism Competency Chart

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Unit 13: Consumer Behavior and Customer Service					
13.1 Describe consumer behavior concepts.		I	Yr	Ch	Pg
13.1.1	Explain the concept of consumer behavior.		2	6	280
13.1.2	Describe the role of consumer behavior in strategic planning.		2	6	280
13.1.3	Describe the three basic categories of consumer consumption activities (i.e., impulse buying, habitual purchase behavior, consumption problem-solving).		2	6	287
13.1.4	Identify the central variables that influence consumer behavior.		2	6	276
13.1.5	Explain the relationship between market segmentation and consumer research.		2	6	276
13.1.6	Describe the relationship between consumer needs and motivation.		2	6	280
13.2 Discuss consumer behavior theories.		I	Yr	Ch	Pg
13.2.1	Describe personality theories.		2	6	280
13.2.2	Explain the use of personality characteristics to segment markets.		2	6	280
13.2.3	Explain the relationship between consumer perception and marketing.		2	6	285
13.2.4	Describe the relationship between product symbolism and consumer behavior.		2	6	285
13.2.5	Describe the influence of perceived risk on purchase strategies.		2	6	281
13.2.6	Describe ways of measuring attitudes and the nature of consumer attitude formation.		2	6	280
13.2.7	Explain types of audiences, the nature of group dynamics and attitude-change strategies.		2	6	280
13.2.8	Explain the credibility of consumer communications sources.		2	6	280



## Hospitality and Tourism Competency Chart

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<b>13.3 Discuss culture and consumer behavior.</b>		<b>I</b>	<b>Yr</b>	<b>Ch</b>	<b>Pg</b>	
13.3.1	Describe the roles of the family in the decision-making process.		2	6	276	
13.3.2	Explain the concept of family life cycle (FLC) as a marketing tool.		2	6	276	
13.3.3	Explain the relationship between social class and consumer behavior.		2	6	274	
13.3.4	Describe the influence of culture on consumer behavior.		2	6	276	
13.3.5	Explain sub-cultural aspects of consumer behavior.		2	6	277	
13.3.6	Describe the concept of cross-cultural consumer behavior.		2	6	280	
13.3.7	Describe the nature of consumer decision-making models.		2	6	280	
13.3.8	Identify resources for obtaining consumer behavior information.		2	6	280	
13.3.9	Explain buying trigger strategies.		2	6	280	
<b>13.4 Describe organizational buyer behavior.</b>		<b>I</b>	<b>Yr</b>	<b>Ch</b>	<b>Pg</b>	
13.4.1	Explain the similarities and differences between organizational customers and individual consumers.		2	11	443	
13.4.2	Outline the organizational buying process.					<i>Not specified</i>
13.4.3	Identify the internal and external factors that affect organizational buying decisions.					<i>Not specified</i>
13.4.4	Identify the functional areas of an organization that influence buying decisions.					<i>Not specified</i>
13.4.5	Identify the roles assumed by members of the decision unit.					<i>Not specified</i>
13.4.6	Describe an organizational buyer profile.					<i>Not specified</i>



## Hospitality and Tourism Competency Chart

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<b>13.5 Examine customer service skills to ensure satisfaction.</b>		<b>P</b>	<b>Yr</b>	<b>Ch</b>	<b>Pg</b>
13.5.1	Describe how customer service affects a company's bottom line.		2	1, 12	65, 479
<b>13.6 Deliver quality customer service.</b>		<b>P</b>	<b>Yr</b>	<b>Ch</b>	<b>Pg</b>
13.6.7	Demonstrate empathy and listen effectively to customers who are difficult.		2	12	480, 493
13.6.8	Handle customer enquiries with appropriate written responses (e.g., e-mail).		2	12	483
13.6.9	Respond to requests for facilities, services and community information.		2	12	487



## Hospitality and Tourism Competency Chart

At the end of the secondary program (12) each competency is coded: I = Introductory; P = Proficient

Competency	12				Comments
<b>CULINARY AND FOOD SERVICE OPERATIONS PATHWAY</b>					
<b>Unit 14: Introduction</b>					
<b>14.1 Explain the history of the culinary and foodservice industry and its relationship to world history.</b>	<b>I</b>	<b>Yr</b>	<b>Ch</b>	<b>Pg</b>	
14.1.1 List famous chefs from history, and note their major accomplishments.		2	1	68	
14.1.2 Identify global cultures and traditions related to food.		2	1	71	
14.1.3 Outline the growth of culinary and foodservice operations throughout the history of the United States.		2	1	92	
14.1.4 List historical entrepreneurs who influenced culinary and foodservice operations in the United States.		2	1	94	
14.1.5 List current trends in society, and explain how they influence the culinary and foodservice operations industry.		2	1	98	



## Hospitality and Tourism Competency Chart

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<b>14.2 Examine trends and issues in the culinary/foodservice industry.</b>		<b>I</b>	<b>Yr</b>	<b>Ch</b>	<b>Pg</b>	
14.2.1	Identify trends that affect the culinary and foodservice operations segment (e.g., changing demographics and government regulations, food fads, computerization).		2	1	98	
14.2.2	Identify relationships between the culinary and foodservice operations segment and other industries (e.g., sales and marketing, agriculture, manufacturing, technology, tourism, lodging).		2	I.3, 1, 6	22, 100, 272	
14.2.3	Project the future of the culinary and foodservice operations segment.		2	1	102	
14.2.4	Keep up to date through trade journals and professional organizations related to the culinary and foodservice segment.		2	I.2	17	
14.2.5	Categorize and differentiate the segments of the culinary and foodservice operations industry.		2	1	100	
14.2.6	Investigate and draw conclusions on the impact of future economic, technological and social changes in the culinary and foodservice operations industry.		2	1	102	
<b>14.3 Identify culinary and foodservice career opportunities.</b>		<b>P</b>	<b>Yr</b>	<b>Ch</b>	<b>Pg</b>	
14.3.1	Identify various types of culinary and foodservice operations.		2	1	100	<i>Not specified</i>
14.3.3	Compare the organizational structures of different culinary and foodservice operations.		2	I.2	15	
14.3.5	Identify the advantages and disadvantages of culinary and foodservice operations work in terms of one's career goals, personal qualities and preferences.					



## Hospitality and Tourism Competency Chart

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Unit 16: Management Operations					
<b>16.3 Follow basic facility operation procedures.</b>		<b>I</b>	<b>Yr</b>	<b>Ch</b>	<b>Pg</b>
16.3.3 Perform table visits.			2	4	196
16.3.4 Maintain service times.			2	4	197
16.3.5 Perform customer readiness checks.			2	4	197
<b>16.4 Order food and supplies.</b>		<b>I</b>	<b>Yr</b>	<b>Ch</b>	<b>Pg</b>
16.4.1 Inventory perishable and nonperishable items.			2	7	320
16.4.2 Manage food ordering using electronic inventory systems.			2	7	322
16.4.3 Project inventory needs based on built-to amounts.			2	7	314
16.4.4 Count, weigh and inspect supplies.			2	7	321
16.4.5 Identify food specifications and quantities to be ordered based on perpetual and physical inventory methods.			2	7	296
16.4.6 Write purchase specifications and purchase orders for the items to be purchased.			2	7	308
16.4.7 Follow up on orders with suppliers.			2	7	310
16.4.8 Explain the relationship between primary and intermediary sources and retailers.			2	7	299
16.4.9 Explain the differences between formal and informal buying and the formal bidding process.			2	7	300
16.4.10 List factors that affect food prices.			2	7	300
16.4.11 Explain how production records influence purchasing decisions.			2	7	313
16.4.12 List the criteria for selecting appropriate supplies.			2	7	317
16.4.13 List quality standards used in purchasing produce, convenience, and processed foods and dairy products.			2	7	304
16.4.14 List quality standards used in purchasing eggs, poultry, fish and meat.			2	7	304



## Hospitality and Tourism Competency Chart

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<b>16.5 Receive foods and supplies.</b>	<b>I</b>	<b>Yr</b>	<b>Ch</b>	<b>Pg</b>	
16.5.3 Verify vendors and orders.		2	7	296	
16.5.6 Complete receiving records.		2	7	320	
<b>16.6 Store foods and supplies.</b>	<b>I</b>	<b>Yr</b>	<b>Ch</b>	<b>Pg</b>	
16.6.5 Organize inventory using the first-in, first-out (FIFO) rotation system.		2	7	320	
<b>Unit 17: Information Technology</b>					
<b>17.1 Utilize software applications in culinary and foodservice operations.</b>	<b>I</b>	<b>Yr</b>	<b>Ch</b>	<b>Pg</b>	
17.1.1 Describe point-of-sale (POS) systems.		2	6	286	<i>Not specified</i>
17.1.2 Discuss basic computer applications.					
17.1.3 Identify computer programs used for food production.		2	12	503	
17.1.4 Employ software programs for human resources management.		2	3	149	
17.1.5 Utilize software programs for inventory control, POS, profit, loss, temperature control and procurement.		2	6	286	
<b>17.2 Utilize Web site information in menu planning</b>	<b>I</b>	<b>Yr</b>	<b>Ch</b>	<b>Pg</b>	
17.2.1 Access relevant Web sites for product information and recipes.		2	12	504	<i>Not specified</i>  <i>Teacher toolkit</i>
17.2.2 Download and modify recipes, observing copyright rules.					
17.2.3 Bookmark Web sites for future reference.		2	12	504	



## Hospitality and Tourism Competency Chart

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Unit 18: Customer Relations and Quality Services						
		I	Yr	Ch	Pg	
<b>18.1 Process orders.</b>						
18.1.1	Open the sale.		2	4	213	<i>Not specified</i>
18.1.2	Present and describe menu items.		2	4	213	
18.1.3	Use feature and benefit selling.		2	4	214	
18.1.7	Employ suggestive selling techniques.		2	4	213	
18.1.8	Promote feature items and signature items.		2	6	287	
18.1.10	Record orders using a POS terminal.					
18.1.12	Resolve customers' complaints.		2	4	216	
18.1.14	Check back soon after order delivery to verify satisfaction.		2	4	213	
<b>18.2 Classify styles of service.</b>		I	Yr	Ch	Pg	
18.2.1	List the varieties of service styles (e.g., fast casual, quick serve, curb service, home meal replacement, take-out, personal chef, home delivery).		2	4	196	
18.2.2	Explain the differences among styles of service.		2	4	209	



## Hospitality and Tourism Competency Chart

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<b>18.3 Provide table service.</b>		<b>P</b>	<b>Yr</b>	<b>Ch</b>	<b>Pg</b>		
18.3.1	Describe different types of service (e.g., Oriental, French, Russian, American, formal, informal).		2	4	196	<i>Not specified</i> <i>Not specified</i>	
18.3.2	Maintain the work area in accordance with established standards for cleanliness and sanitation.		2	4	200		
18.3.5	Serve beverages.		2	4	204		
18.3.6	Serve multiple tables.		2	4	196		
18.3.7	Prepare food at tableside.		2	4	196		
18.3.8	Demonstrate food showmanship.		2	4	196		
18.3.9	Serve special foods.						
18.3.10	Package leftovers for customers.						
18.3.12	Remove dishes from the dining area when customers are finished.		2	4	210		
18.3.13	Set tables for breakfast, lunch and dinner.		2	4	210		
<b>18.4 Provide the services required by special situations.</b>		<b>I</b>	<b>Yr</b>	<b>Ch</b>	<b>Pg</b>		
18.4.1	Resolve customer complaints (change the situation from negative to positive).		2	4	217		
18.4.2	Resolve stressful situations (e.g., unruly customers, con artists, high-volume periods, robberies).		2	4	217		
<b>18.5 Provide banquet and catering services.</b>		<b>I</b>	<b>Yr</b>	<b>Ch</b>	<b>Pg</b>		
18.5.1	Set up serving and eating areas.		2	4	200	<i>Not specified</i> <i>Not specified</i>	
18.5.3	Apply teamwork skills during service.		2	4	204		
18.5.4	Maintain serving area (e.g., temperature, product quality).		2	4	200		
18.5.6	Break down eating and serving areas.		2	4	200		
18.5.7	Order and receive special decorations, supplies and equipment.						
18.5.8	Transport food and cater offsite.						



## Hospitality and Tourism Competency Chart

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Unit 19: Side Work						
19.1 Maintain the dining room.		P	Yr	Ch	Pg	
19.1.1	Maintain the work area in accordance with established standards for cleanliness and sanitation.		2	4	200	
19.1.2	Stock and restock service stations.		2	4	200	
19.1.3	Prepare various types of table settings.		2	4	200	
19.1.4	Prepare napkins by folding them or by wrapping them around tableware.		2	4	209	
19.1.5	Place linen and/or placemats on the table.		2	4	209	
19.1.6	Fill salt and pepper shakers and condiment containers.		2	4	200	
19.1.7	Place condiments, candles, centerpiece, point-of-purchase (POP) displays, and salt and pepper shakers for dining.		2	4	200	
19.3 Maintain service items.		P	Yr	Ch	Pg	
19.3.1	Maintain textile items in accordance with established procedures for use, storage and loss prevention.					ServSafe Essentials Chapter 9
19.3.2	Maintain flatware and glassware (e.g. storage, disposal).					
19.3.3	Maintain menus (e.g., clean or replace).					
19.3.4	Maintain napkin containers (e.g., clean, refill)					
19.3.5	Maintain condiment containers (e.g., clean, refill).					
19.3.6	Maintain single-service items (e.g., disposable items, portion packs).					



## Hospitality and Tourism Competency Chart

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Unit 20: Nutrition and Menu Development					
<b>20.4 Develop menus.</b>	<b>I</b>	<b>Yr</b>	<b>Ch</b>	<b>Pg</b>	
20.4.1 Identify menu types, and analyze menu trends.		2	6	262	<i>Online Class activity</i>
20.4.2 Design menus for total food utilization, nutritional balance and appeal.		2	6	263	
20.4.3 Prepare menus using seasonal, ethic and regional foods.		2	1	71	
20.4.4 Create menus for holidays, themes, buffets and other occasions.		2	6	267	
20.4.5 Critique the physical qualities of drafted menus (e.g., organization, readability).		2	6	264	
20.4.6 Schedule the rotation of menus.					
20.4.7 Develop menus using resources available through electronic media.		2	2	98	
<b>20.5 Calculate costs.</b>	<b>I</b>	<b>Yr</b>	<b>Ch</b>	<b>Pg</b>	
20.5.1 Identify economic factors that affect the raw costs of food (e.g., season, strikes, weather).		2	7	300	
Unit 22: Food Preparation Basics					
<b>22.2 Demonstrate artistic presentation.</b>	<b>P</b>	<b>Yr</b>	<b>Ch</b>	<b>Pg</b>	
22.2.4 Determine themes for special occasions.		2	1	71	
<b>22.3 Demonstrate scientific knowledge of food preparation, storage and presentation.</b>	<b>I</b>	<b>Yr</b>	<b>Ch</b>	<b>Pg</b>	
22.3.1 Describe thermal energy transfer in the preparation, storage and presentation of food.		2	1	258	
22.3.4 Describe the action of water in food preparation, storage and presentation.		2	5, 10	227, 418	
22.3.5 Recognize various types of chemical reactions during food preparation, storage and presentation.		2	5	226	
22.3.6 Explain how lipids affect the texture and tenderness of bakery products.		2	5	225	
22.2.8 Explain how oxidation affects foods.		2	1	258	



## Hospitality and Tourism Competency Chart

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<b>24.6 Prepare pasta dishes.</b>		<b>P</b>	<b>Yr</b>	<b>Ch</b>	<b>Pg</b>
24.6.1	Select types of pasta according to their intended uses.		2	2	116
24.6.2	Make fresh pasta.		2	2	135
24.6.3	Cook pasta, including fresh pasta.		2	2	135
24.6.4	Follow established procedures for using pasta in entrées.		2	2	136
24.6.5	Troubleshoot problems with pasta preparation and presentation.		2	2	135
24.6.6	Prepare pasta sauces (e.g., white, red, meat, cheese, oil).		2	2, 10	136, 427
24.6.7	Present pasta dishes for serving.		2	2	135
24.6.8	Store prepared pasta dishes.		2	2	135
<b>24.7 Prepare grain and cereal dishes.</b>		<b>P</b>	<b>Yr</b>	<b>Ch</b>	<b>Pg</b>
24.7.1	Select hot and cold grain and cereal products according to their intended uses.		2	2	130
24.7.2	Store and cook grains and cereals.		2	2	130
24.7.3	Follow established procedures for using grains and cereals in food preparation.		2	2	132
24.7.4	Present grain and cereal dishes for serving.		2	2	130
24.7.5	Store prepared grain and cereal dishes.		2	2	130



## Hospitality and Tourism Competency Chart

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<b>24.8 Prepare rice dishes.</b>		<b>P</b>	<b>Yr</b>	<b>Ch</b>	<b>Pg</b>
24.8.1	Select types of rice according to their intended uses.		2	2	132
24.8.2	Cook rice using boiling and pilaf methods.		2	2	132
24.8.3	Follow established procedures for using rice in food preparation.		2	2	132
24.8.4	Present rice dishes for serving.		2	2	132
24.8.5	Store prepared rice dishes.		2	2	132
<b>24.9 Prepare legume dishes.</b>		<b>P</b>	<b>Yr</b>	<b>Ch</b>	<b>Pg</b>
24.9.1	Identify types of legumes (e.g., peas, beans, lentils).		2	2	118
24.9.2	Select legumes according to their intended uses.		2	2	130
24.9.3	Store and cook legumes.		2	2	130
24.9.4	Follow established procedures for using legumes in food preparation.		2	2	130
24.9.5	Present legume dishes for serving.		2	2	130
<b>24.11 Prepare meat dishes.</b>		<b>P</b>	<b>Yr</b>	<b>Ch</b>	<b>Pg</b>
24.11.1	Describe the United States Department of Agriculture (USDA) grading system for meats.		2	8	341
24.11.2	Identify the various forms of meat.		2	8	342
24.11.3	Select meats according to their intended uses.		2	8	338
24.11.4	Follow established procedures for using meats in food preparation.		2	8	338
24.11.5	Store, tenderize, marinate, trim, grind, roast, bake, panfry, sauté, stir-fry, broil, grill, blacken, braise, stew, boil, poach, deep-fry, barbecue and smoke meat.		2	8	341, 356
24.11.6	Prepare meat casseroles.		2	8	366



## Hospitality and Tourism Competency Chart

At the end of the secondary program (12) each competency is coded: I = Introductory; P = Proficient

24.11.7	Garnish meat dishes.					<i>Not specified</i>
24.11.8	Prepare stuffing and/or dressing.					<i>Not specified</i>
24.11.9	Present meat dishes for serving.					<i>Not specified</i>
24.11.10	Store prepared meat dishes.		2	8	341	
<b>24.12 Prepare poultry dishes.</b>		<b>P</b>	<b>Yr</b>	<b>Ch</b>	<b>Pg</b>	
24.12.1	Describe the USDA federal grading system for poultry.		2	8	243	
24.12.2	Identify the various forms of poultry.		2	8	345	
24.12.3	Select poultry according to its intended use.		2	8	345	
24.12.4	Follow established procedures for using poultry in food preparation.		2	8	363	
24.12.5	Store, tenderize, marinate, trim, grind, roast, bake, panfry, sauté, stir-fry, broil, grill, blacken, braise, stew, boil, poach, deep-fry, barbecue and smoke poultry.		2	8	363	
24.12.6	Prepare casseroles.					<i>Not specified</i>
24.12.7	Garnish dishes.					<i>Not specified</i>
24.12.8	Prepare stuffing and/or dressing.					<i>Not specified</i>
24.12.9	Present poultry dishes for serving.					<i>Not specified</i>
24.12.10	Store prepared poultry dishes.		2	8	349	



## Hospitality and Tourism Competency Chart

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<b>24.13 Prepare seafood dishes.</b>		<b>P</b>	<b>Yr</b>	<b>Ch</b>	<b>Pg</b>	
24.13.1	Describe the Federal Department of Agriculture (FDA) standards for seafood.		2	8	350	
24.13.2	Identify the various forms of seafood.		2	8	351	
24.13.3	Select seafood according to its intended use.		2	8	350	
24.13.4	Follow established procedures for using seafood in food preparation.		2	8	350	
24.13.5	Store, tenderize, marinate, trim, grind, roast, bake, panfry, sauté, stir-fry, broil, grill, blacken, braise, stew, boil, poach, deep-fry, barbecue and smoke seafood.		2	8	352, 365	
24.13.6	Prepare casseroles.		2	8	361	
24.13.7	Garnish dishes.					<i>Not specified</i>
24.13.8	Prepare stuffing and/or dressing.					<i>Not specified</i>
24.13.9	Present seafood dishes for serving.					<i>Not specified</i>
24.13.10	Store prepared seafood dishes.		2	8	352	



## Hospitality and Tourism Competency Chart

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<b>24.14 Prepare game dishes.</b>		<b>I</b>	<b>Yr</b>	<b>Ch</b>	<b>Pg</b>	
24.14.1	Describe the FDA inspection system for game.					<i>Not specified</i>
24.14.2	Identify the various forms of game.		2	8	346	
24.14.3	Select game according to its intended use.		2	8	346	
24.14.4	Follow established procedures for using game in food preparation.					<i>Not specified</i>
24.14.5	Store, tenderize, marinate, trim, grind, roast, bake, panfry, sauté, stir-fry, broil, grill, blacken, braise, stew, boil, poach, deep-fry, barbecue and smoke game.		2	8	341, 356	
24.14.6	Prepare casseroles.					<i>Not specified</i>
24.14.7	Garnish dishes.					<i>Not specified</i>
24.14.8	Prepare stuffing and/or dressing.					<i>Not specified</i>
24.14.9	Present game dishes for serving.					<i>Not specified</i>
24.14.10	Store prepared game dishes.					<i>Not specified</i>
<b>Unit 25: Stocks, Soups, Sauces and Gravies</b>						
<b>25.1 Prepare stocks.</b>		<b>P</b>	<b>Yr</b>	<b>Ch</b>	<b>Pg</b>	
25.1.1	Identify ingredients, seasonings and procedures used in stock preparation.		2	10	415	
25.1.2	Utilize commercially prepared bases.		2	10	418	
25.1.3	Prepare vegetable, veal, white, brown, poultry and fish stocks.		2	10	415	
25.1.4	Store stocks.		2	10	418, 434	
25.1.5	Demonstrate methods for preparing bones for stock.		2	10	417	

## Hospitality and Tourism Competency Chart

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<b>25.2 Prepare soups.</b>		<b>P</b>	<b>Yr</b>	<b>Ch</b>	<b>Pg</b>	
25.2.1	Identify ingredients, seasonings and procedures used in soup preparation		2	10	420	<i>Not specified</i>
25.2.2	Utilize commercially prepared bases.					
25.2.3	Prepare pureed, vegetable, consommé and nationality soups.		2	10	421	
25.2.4	Prepare broth-based, cream-based, cold and clear soups.		2	10	422	
25.2.5	Prepare chowders.		2	10	424	
25.2.6	Present soups for serving.		2	10	425	
25.2.7	Store soups.		2	10	418	
25.2.8	Identify the two basic kinds of soups and give examples of each.		2	10	420	
<b>25.3 Prepare sauces.</b>		<b>I</b>	<b>Yr</b>	<b>Ch</b>	<b>Pg</b>	
25.3.1	Identify major sauce families.		2	10	427	<i>Not specified</i>
25.3.2	Identify thickening agents and their uses.		2	10	430	
25.3.3	Prepare thickening agents.		2	10	430	
25.3.4	Identify the ingredients and procedures for preparing mother sauces (e.g., espagnole béchamel, tomato, hollandaise, veloute).		2	10	429	
25.3.5	Prepare mother, secondary, butter and cold sauces.		2	10	428	
25.3.6	Prepare sauces and pan gravy.		2	10	428	
25.3.7	Prepare sauces from commercially prepared products.					
25.3.8	Present sauces for serving.		2	4	206	
25.3.9	Reconstitute broken sauces.					
25.3.10	Store sauces.		2	10	432	
25.3.11	Match sauces to appropriate foods.		2	10	432	

## Hospitality and Tourism Competency Chart

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Unit 26: Bakery Products and Desserts					
<b>26.1 Apply the basic principles of baking.</b>	<b>I</b>	<b>Yr</b>	<b>Ch</b>	<b>Pg</b>	
26.1.1 Identify the properties and functions of the basic ingredients used in baked goods.		2	5	225	
26.1.2 Weigh ingredients used in baking.		2	5	228	
26.1.3 Measure ingredients used in baking		2	5	225	
26.1.4 Convert recipes.		2	5	228	
26.1.5 Balance dough formulas.		2	5	228	
26.1.6 Identify substitutions.		2	5	224	
26.1.7 Identify properly baked products.		2	5	234	
<b>26.2 Prepare non-yeast products.</b>	<b>P</b>	<b>Yr</b>	<b>Ch</b>	<b>Pg</b>	
26.2.1 Prepare pancakes, crepes and waffles.		2	5	237	
26.2.2 Prepare quick breads (e.g., muffins, biscuits, coffee cakes, cornbreads).		2	5	237	
26.2.3 Prepare cake doughnuts.					<i>Not specified</i>
26.2.4 Store baked non-yeast products.					<i>Not specified</i>
<b>26.3 Prepare yeast products (e.g., raised breads, rolls, doughnuts).</b>	<b>P</b>	<b>Yr</b>	<b>Ch</b>	<b>Pg</b>	
26.3.1 Properly store and use yeast.		2	5	226	
26.3.2 Mix yeast dough.		2	5	232	
26.3.3 Proof yeast products.		2	5	232	
26.3.4 Bake yeast products.		2	5	232	
26.3.5 Glaze and/or wash baked yeast products.					<i>Not specified</i>
26.3.6 Prepare sponge rolls (e.g., sourdough starter).		2	5	233	
26.3.7 Store baked yeast products.		2	5	235	

## Hospitality and Tourism Competency Chart

At the end of the secondary program (12) each competency is coded: I = Introductory; P = Proficient

<b>26.4 Prepare cookies.</b>		<b>P</b>	<b>Yr</b>	<b>Ch</b>	<b>Pg</b>	
26.4.1	Prepare bar, drop, hand-cut, rolled, refrigerator, pressed and molded cookies.		2	5	241	Not specified
26.4.2	Store cookies.					
<b>26.5 Prepare cakes.</b>		<b>I</b>	<b>Yr</b>	<b>Ch</b>	<b>Pg</b>	
26.5.1	Prepare batter, foam and sponge cakes.		2	5	237	<i>Not specified</i>
26.5.2	Prepare fruitcakes.					
26.5.3	Portion cakes for serving.					
26.5.4	Store cakes.					
<b>26.6 Prepare finishes.</b>		<b>I</b>	<b>Yr</b>	<b>Ch</b>	<b>Pg</b>	
26.6.1	Prepare washes and glazes, icings (e.g., royal, boiled), frostings (e.g., buttercream), whipped toppings and fillings.		2	5	238	<i>Not specified</i>
26.6.2	Decorate bakery and dessert products.		2	5	238	
26.6.3	Store washes, glazes, icing, frostings and fillings.					
<b>26.7 Prepare pies, pastries and meringues.</b>		<b>I</b>	<b>Yr</b>	<b>Ch</b>	<b>Pg</b>	
26.7.1	Prepare pie crust dough.		2	5	239	<i>Not specified</i>
26.7.2	Prepare crumb crusts.					
26.7.3	Prepare puff pastries.		2	5	240	
26.7.4	Prepare fruit, custard, cream and chiffon fillings.		2	5	240	
26.7.5	Prepare meringues.					
26.7.6	Bake pies and pastries.		2	5	239	
26.7.7	Portion pies and pastries for serving.					
26.7.9	Describe how to temper chocolate.		2	5	246	
26.7.10	Explain how crème anglaise, pastry creams and Bavarian creams are used in desserts.		2	5	251	



## Hospitality and Tourism Competency Chart

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<b>26.8 Prepare specialty desserts.</b>		<b>I</b>	<b>Yr</b>	<b>Ch</b>	<b>Pg</b>	
26.8.1	Identify the various types of specialty desserts.		2	5	250	<i>Not specified</i>
26.8.2	Prepare candies, cheesecakes, crepes, mousses, poached fruit tortes, frozen desserts, baked custards, syrups and sweet sauces.		2	5	250	
26.8.3	Portion specialty desserts for serving.					
26.8.4	Store specialty desserts.					
26.8.5	Prepare steamed puddings and dessert soufflés.		2	5	238	
<b>26.9 Prepare commercial mixes.</b>		<b>P</b>	<b>Yr</b>	<b>Ch</b>	<b>Pg</b>	
26.9.1	Identify commercial mixes available for baked products (e.g., cakes, pancakes, waffles, muffins, rolls, cookies).					<i>Not specified</i>
26.9.2	Bake products in accordance with package directions.					<i>Not specified</i>
26.9.3	Prepare convenience products in accordance with package directions.					<i>Not specified</i>
26.9.4	Identify the ingredients of commercial mixes.					<i>Not specified</i>