Unit Hospitality & Tourism	Educational Document For professional/vocational education at **EPI**

Qualification: **Associate of Science Degree Hospitality Management : Further Studies**

Educational level 4

Aruba
August 2009

Colegio

E P I

Educacion Profesional Intermedio **10**

Colophon

This is a publication of the Department of Education with regard to the professional related courses at Colegio EPI, Unit Hospitality and Tourism.
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Prelude

This document is the revised version of the Educational Standards Document at Colegio EPI,
unit Hospitality & Tourism, Further Studies (FS) program.

The previous document was prepared in August 2004 and due to the dynamics in the field of education, we have decided to revise our standards in order to meet current and future educational benchmarks.

This document will be used from August 2009, by which the Minister of Education, Social Affairs and Public Works will ratify the new educational standards.

This document consists of the following parts:

An introduction and the description of the objectives and level of education based on the educational profile at Colegio EPI..

An outline of the qualification at unit Hospitality & Tourism, the sub-qualifications of the training and indications of the course.

The attainment levels or objectives of the courses: the competencies which the student can manage when completing the degree.

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For general information regarding the Educational Standards Document please contact the following departments:

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Belgiestraat 2   **Belgiestraat 2**
Tel: 5838684   **Tel: 5838225**

It is our wish that this Educational Standards Document meets its objectives which is to provide an overall overview of the level and quality of the Associate of Science Degree in Hospitality Management.
We would like to thank everyone who in one way or the other has contributed in realizing this document.

Department "Examen Bureau Directie Onderwijs"
Department "Curriculumontwikkeling Directie Onderwijs"

1. Overview of EPI courses

The following presents an overview of the courses offered per unit at the school for Intermediate Professional/Vocational education in Aruba (Colegio EPI).

UNIT SCIENCE & TECHNOLOGY	Level
1. Electrical Engineering	4
2. Architecture	4
3. Mechanical Engineering	4

UNIT HEALTH & SERVICE	Level
4. Health care	3
5. Pharmacist Assistant	4
6. Social Work (Welzijn)	3
7. Social Work (Welzijn)	4
8. Nursing	4

UNIT HOSPITALITY & TOURISM	Level
9. Immediate Employment	3
10. Further Studies	4
11. Apprenticeship Program	2 / 3

UNIT ECONOMICS	Level
12. Secretary (Administrative Assistant)	4
13. Business Administration	4

2. Introduction and objectives of Colegio EPI

Colegio EPI, the Community College of Aruba, at the Intermediate Professional/ Vocational level, has been set up to provide a better link between education at vocational level and the Aruban business community. A derived objective is to contribute to the development of a global education system in order to guarantee the link with developments elsewhere.
For that reason Colegio EPI strives towards cooperation with the whole community to meet the demands of professional preparation.
Every member of the community is entitled to the opportunity to (re)educate him or herself in a short time and in an effective way. Colegio EPI contributes to nation-building by offering quality education. Colegio EPI (mbo) promotes lifelong learning and looks for recognition from and is at the same time a link to local and international higher professional education.

The main focus of Colegio EPI is that every participant in the educational process will attain a strong personal and professional level of development. Colegio EPI produces professionals with an entry level qualification in the market.

The students are able to follow professional education at professional qualification level 3 and 4 in 14 different areas.
Evaluation is part of the process in view of the attainment levels.
From the point of view of excellence and to guarantee the quality there will be external evaluations by Examen Bureau Aruba (their expertise)

The attainment levels for this degree, will go through an evaluation/review cycle every 4 years. The Business Community is an integral part of this process. Society will also show certain trends that can lead to new areas in the professional education. The demand of the society will have to determine the supply/offer in the professional education.

The degree/diploma is proof that the candidate/student complies with the knowledge, skills and aspects required by Colegio EPI and the work-field.

Staff of Colegio EPI

3. The Professional Education in Aruba

In Aruba we provide vocational/professional education in the following areas and levels:

The classification of levels is as following (from low to high):

Classification Levels of Vocational/Professional Education in Aruba
Level 1 Occupational Assistant (assistant training)   Level 2 Basic Professional (basic professional training)   Level 3 Professional (vocational training)   Level 4 Independent Professional (middle management training)   Level 5 Bachelor Professional (college training)   Level 6 Academic Professional (academic training)

This level classification is part of the WEB (Wet Educatie Beroepsonderwijs)

Level 1 and 2 apply to the EPB (Basic Professional Education)

Level 1: Occupational Assistant (simple tasks performance):

Works at the assistant occupational level of the labor force. This level describes job specific skills. These skills are directly related to the application of routines and standard procedures. The assistant is responsible for the execution of his/her own tasks. He/she does not carry any hierarchical responsibilities in the organization other than for his/her own job related tasks.

Level 2: Basic Professional (tasks performances):

Is the level of completion and further studies level of EPB. The completion level is focused on skills for the labor force. The further studies level, where the primary focused is placed on the so called "avo-vakken' (general subjects?), is directed towards continuing education system. At this level we deal with job specific skills. These skills are related to the application of routines and standard procedures. As compare to level 1, this level defines a higher quantity and complexity of routines and procedures. These demand a higher efficiency. The basic professional is responsible for the execution of his/her own tasks. He/She does not carry any hierarchical responsibilities in the organization other than for his/her own tasks. The basic professional possesses more job knowledge and skills, where she/he can be more useful and empowered in a specific job, and can handle more complex tasks as compared to the level 1 occupational assistant.

Level 3 and level 4 are applicable to the EPI (Intermediate Professional Education)

Level 3: Professional (independent performances of tasks):

Is focused on the labor market and the higher continuing education system. This level also describes job specific skills. The individual not only perform his/her own job specific tasks, but also assumes the responsibility of reporting such tasks to co-workers. The professional supervises and provides coaching to others in regards to the application of routines and procedures. He/She carries a clear hierarchical responsibility and frame of work. The individual must also possess the abilities to create procedures work planning and management.

Level 4: Independent Professional /Middle manager (completely independent performances of tasks with broad contribution abilities):

Is focused on the labor market and the higher continuing education system. This level requires the ability to perform a job independently, both at operational and strategic levels. The individual not only performs his/her own job specific tasks, but also assumes the responsibility of reporting such tasks to co-workers. At this level it has less to do with supervision and controlling of routines and procedures, but more with organizational skills and responsibilities. He/She carries a clear higher hierarchical responsibility and frame of work. The individual must also possess the abilities to create procedures for work planning and management.

Level 5: focuses on IPA (Teacher Training College/Faculty) and the Higher Professional Education:

at the College/Faculty for Financial and Economics (FEF), the College/Faculty for Tourism Management and for the University of Law at the University of Aruba (UA).

Level 6: is the level of University Education:

In Aruba these are the Master Degree in the College/Faculty of Tourism Management and the Faculty of Law at the University of Aruba (UA).

To be able to look at all levels and see which area trains which profession creates a complete image of the study one has to complete to perform a specific task/profession. This will create a transparency in education and labor force.

Content of Unit Hospitality & Tourism

4. Qualification:
Associate of Science Degree Hospitality Management
Further Studies

4.1. Professional Profile
4.2. Curriculum Guide
4.3. Curriculum Details
4.4. Sub-qualifications and final attainment levels

4.1. Professional Profile

Profile of a middle manager	
Educational program	***Further Studies***
Qualification level	4
Career opportunities	Department head, supervisor, junior management position or similar positions

4.1.1. Career

Graduates of The hospitality management FS program frequently start their careers in junior management positions such as management trainees, assistant managers or supervisors. It offers students a wide range of possibilities upon successful completion of this mid-management, supervisory level program.

The graduates is employed at hotels, restaurants, casino's, and at companies related to the travel and tourism industry, including travel and airline companies. The areas of concentration are the Front of the House, Food Service, Food Production and Accounting. The student will not only receive the theory but also a structured lab and internship experience. The other courses are to complement and facilitate their capabilities in terms of general knowledge, conceptualization, problem solving, analytical and critical thinking, discipline , supervisory and management skills and personal development. The job tasks required from the candidate depends on the size and setup of the organization involved. The candidate can manage a front office, an F & B operation, marketing and sales, or human resource department.

The candidate is responsible for his or her output. He or she will report directly to his or her superiors. The candidate is quality conscious and will adhere to the highest standards of the industry. The candidate is aware of all the applicable regulations and laws. The candidate can apply the SOP's of the organization. The candidate comes into contact with guests, fellow employees, subordinates and management. The ability to work well with people,- human skills- are important now and will become even more so as technical and conceptual skills develop. Therefore, in our humanities and personal development area of the curriculum emphasis is placed on the personal development of the student's personality.

In his/her job responsibility the candidate will be in direct contact with customers, colleagues, and upper management.

The candidate will be able to operate and execute required job duties and responsibilities on Aruba with the help of necessary tools and equipment. The tasks will be performed according to the general guidelines specified by the organization and/or industry in relation to safety, security, customer care, guest satisfaction and others. The candidate is, fluent in Papiamento, English and Spanish, during direct customer contact and with colleagues.

4.1.2. Job tasks

The middle manager coordinates and arranges for the execution of job related tasks for the division and/or department:
- Acts as a coach and stimulates co-workers and students
- Resolves unexpected problems or issues
- Handles thoroughly with customer questions and complaints
- Gives advise during the selection process of new employees
- Provides counseling and job evaluation to co-workers

The middle manager prepares the execution of daily tasks through:
- Divides tasks for co-workers by the means of a schedule or day-timer
- Conducts a discussion with manager regarding employee performance
- Reports regularly on tasks and provides feedback to the manager

The middle manager is responsible for administrative and cash handling related tasks:
- Record keeping of hours worked
- Record keeping of tips, or any other gratification system
- Record keeping of the output of co-workers
- Performs the procedure of counting and closing of a cashier's shift and bank
- Ability to manage a cashier's bank

The middle manager serves as a gatekeeper for the efficiency, productivity, and the return on investment of the company, and provides contribution to the improvement of the execution of company related expectations

- Analyzes information regarding return on investment, and the information on task execution processes
- Makes suggestions for the improvement of working systems, procedures, atmosphere, purchasing, and pricing procedures
- Prepares a plan of action for the accomodation of working environments, promotions, cost control and savings

The middle manager takes part in the process of the execution of daily tasks:
- Greets and welcomes the customer
- Takes orders
- Informs and advises the customer
- Carries and serves meals and drinks to the customer
- Invoices and charges the customer
- Bids farewell to the customer

The middle manager is able to function in an organization
- Is continuously aware of career related developments
- Is continuously aware of company related developments
- Is able to negotiate and manage employee contracts and agreements

4.1.3. Qualities of a good worker

A good worker distinguishes him/herself from the rest through the following qualities:
- Customer focused
- Market/Industry focused
- Flexible
- Good communication skills
- Goal oriented
- Self awareness
- Stress management
- Creativity

4.1.4. Competencies

The Hospitality Management FS Program set its competencies in accordance with the internationally accepted standards of the American Hotel and Motel Association (educational institute). All terminology, concepts, article, statistics used in the above do comply with the World Tourism Organization
The areas of competencies are:
-The understanding that the Hospitality Industry is part of a wider Travel and Tourism Industry.
-The technical skills to execute without supervision in any major area of the hospitality Industry.
-The skills to conceptualize at a supervisory position, various different ideas, strategies and tactics.
-The Human skills to work effectively in teams.
-The basic skill to lead by example in any department-supervisory position.

4.2. Curriculum Guide

Curriculum Associate of Science Degree in Hospitality Management

<table>
<tr><td colspan="17" align="center">COLEGIO EPI HOSPITALITY & TOURISM UNIT
CURRICULUM FURTHER STUDIES</td></tr>
<tr><td colspan="2">Leadership level Two</td><td></td><td colspan="2">Leadership & Management LES 33-934</td><td colspan="2">8 weeks</td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td>40</td></tr>
<tr><td>Languages</td><td></td><td>hrs</td><td>General</td><td></td><td>hrs</td><td>Industry Related</td><td></td><td>hrs</td><td>labs</td><td></td><td>hrs</td><td>Personal development</td><td></td><td>hrs</td></tr>
<tr><td>Papiamento</td><td>PAP 33-121</td><td>5</td><td>Hospitality Legal Environment</td><td>HMT 33-461</td><td>4</td><td>Science of Wines & Spirits</td><td>HFS 33-691</td><td>4</td><td>Rooms Div Lab</td><td>HMT 33-546</td><td>8</td><td>Student Guidance 6</td><td>HUM 32-256</td><td>1</td></tr>
<tr><td></td><td></td><td></td><td>Economics</td><td>ECO 33-451</td><td>4</td><td>Casino Mgmt</td><td>HMT 33-691</td><td>4</td><td></td><td></td><td></td><td>Career Counseling</td><td>HUM 33-258</td><td>1</td></tr>
<tr><td></td><td></td><td></td><td>Statistics</td><td>STA 33-314</td><td>4</td><td>Sales Mgmt</td><td>MKT 33-492</td><td>4</td><td></td><td></td><td></td><td></td><td></td><td></td></tr>
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<tr><td>English 168</td><td>ENG 33-116</td><td>5</td><td>Hosp Acc II</td><td>ACC 32-423</td><td>4</td><td>Facilities & Environmental Sc</td><td>FES 33-331</td><td>4</td><td>Finance & Tech lab</td><td>HMT 33-536</td><td>8</td><td>Student Guidance 5</td><td>HUM 32-255</td><td>1</td></tr>
<tr><td></td><td></td><td></td><td>Introduction to Marketing</td><td>MKT 33-433</td><td>4</td><td>F & B Cost Control</td><td>HFS 33-441</td><td>4</td><td></td><td></td><td></td><td>Career Counseling</td><td>HUM 33-257</td><td>1</td></tr>
<tr><td></td><td></td><td></td><td>Critical Thinking Skills</td><td>CTS 33-241</td><td>4</td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td></tr>
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Leadership level One			Leadership Skills		LES 32-931			8 weeks							40
		hrs			hrs			hrs				Personal development			hrs
Internship			Front oh the House Internship	HMT 33-799	48	Food and Beverage Management Internship	HFS 33-799	48				Student Guidance 4	HUM 32-254		1
			Back of the House Internship	HFS 33-799B	48	Special Management Trainee Internship	HUM 33-799	48							
			Culinary Arts Internship	HFS 32-799	48										
												Total			48
					hrs			Hrs				Personal development			hrs
Internship			Front of the House Internship	HMT 33-799	48	Food and Beverage Management Internship	HFS 33-799	48				Student Guidance 4	HUM 32-254		1
			Back of the House Internship	HFS 33-799B	48	Special Management Trainee Internship	HUM 33-799	48							
			Culinary Arts Internship	HFS 32-799	48										
												Total			48
Languages		hrs	general		hrs	Industry related		hrs	labs	(choose one)	hrs	Personal development			hrs
English 146	ENG 32-115	5	Public Speaking	PUB 32-221	4	Intro to Travel/Tourism	HTT 32-633	4	Food Service Lab	HFS 32-511	8	Student Guidance 3	HUM 32-253		1
Spanish College Level	SPA 32-133	5	Hosp Acc I	ACC 32-422	4	Food-Science	HFS 32-351	4	Food Production Lab	HFS 32-521	8				
			Algebra for Managers	ALG 32-313	4										
												Total			39
Languages		hrs	General		hrs	Industry related		hrs	labs	(choose one)	hrs	Personal development			hrs
English 146	ENG 32-115	5	Pubs	PUB 32-221	4	Intro to Travel/Tourism	HTT 32-633	4	Food Service Lab	HFS 32-511	8	Student Guidance 3	HUM 32-253		1
Spanish College Level	SPA 32-133	5	Hosp Acc I	ACC 32-422	4	Food-Science	HFS 32-351	4	Food Production Lab	HFS 32-521	8				
			Algebra for Managers	ALG 32-313	4										
												Total			39

YEAR 2

13

		hrs			hrs	Industry related		hrs	labs		hrs	Personal development		hrs
Languages			general											
E102	ENG 31-113	3	Information Technology II	ICT 31-322	3	FOHEX	HMT 31-614	4	Arts II	ICT 31-334	2	Student Guidance 2	HUM 31-252	1
E102	ENG 31-114	3	College Algebra II	ALG 31-312	3	Introduction to the Hospitality Industry	HTT 31-621	3	Arts III	ICT 31-325	2	Personal Dev. II	PSV 31-213	2
ISpa2	SPA 31-132	3	Introduction to Accounting	ACC 31-421	3							Professional Dev. II	PFD 31-214	2
												Total		34
Languages			general		hrs	Industry Related		hrs	labs		hrs	Personal development		hrs
E102	ENG 31-113	3	Information Technology II	ICT 31-322	3	FOHEX	HMT 31-614	4	Arts II	ICT 31-334	2	Student Guidance 2	HUM 31-252	1
E102	ENG 31-114	3	College Algebra II	ALG 31-312	3	Introduction to the Hospitality Industry	HTT 31-621	3	Arts III	ICT 31-325	2	Personal Dev. II	PSV 31-213	2
ISpa2	SPA 31-132	3	Introduction to Accounting	ACC 31-421	3							Professional Dev. II	PFD 31-214	2
												Total		34
Languages		hrs	general		hrs	Industry Related		hrs	labs		hrs	Personal development		hrs
E101	ENG 31-111	3	Information Technology I	ICT 31-321	3	BOHEX	HFS 31-614	4	Arts 1	ICT 31-323	2	Student Guidance 1	HUM 31-251	1
E101	ENG 31-112	3	College Algebra I	ALG 31-311	3	HACCP Certification	HFS 31-341	5				Personal Dev. I	PSV 31-211	2
ISpa1	SPA 31-131	3	Introduction to Business	BUS 31-411	3							Professional Dev. I	PFD 31-212	2
												Total		34
Languages		hrs	general		hrs	Industry Related		hrs	labs		hrs	Personal development		hrs
E101	ENG 31-111	3	Information Technology I	ICT 31-321	3	BOHEX	HFS 31-614	4	Arts 1	ICT 31-323	2	Student Guidance 1	HUM 31-251	1
E101	ENG 31-112	3	College Algebra I	ALG 31-311	3	HACCP Certification	HFS 31-341	5				Personal Dev. I	PSV 31-211	2
ISpa1	SPA 31-131	3	Introduction to Business	BUS 31-411	3							Professional Dev. I	PFD 31-212	2
												Total		34

(YEAR 1)

Instroom in de eerste klas (MAVO Diploma, rapport 4[e] klas HAVO/VWO)
Instroom in de tweede klas (HAVO/VWO Diploma)

4.3. Curriculum Details

Overview of areas of education and courses

The FS program consist of 7 areas of Education totaling a maximum of 47 courses. The duration is 2 or 3 years depending on educational background (3200/4800 SBU)-(Studiebelastinguren)

Overview of areas of Education

Associate of Science Degree Hospitality Management	SBU 4800/3200
4.3.1. Languages **	780
4.3.2. Humanities	444
4.3.3. Sciences	836
4.3.4. Business & Finance **	580
4.3.5. Practice Labs **	384
4.3.6. Industry Related **	368
4.3.7. Internship **	768
4.3.9 Seminars	640

**** for students who needs additional educational support or electives**

The courses involved per area of education.

Area 1:   4.3.1 Languages

ENG 31-111 English 101 Grammar and Communication I	70
ENG 31-112 English 101 Composition I	70
ENG 31-113 English 102 Grammar and Communication II	70
ENG 31-114 English 102 Composition II	70
ENG 32-115 English 146 Grammar and College Writing	90
ENG 33-116 English 168 Advanced Grammar and Report Writing	90
PAP 33-121 Papiamento	90
* PAP 31-121 Papiamento for non-native speakers	80
SPA 31-131 Introduction to Spanish I	70
SPA 31-132 Introduction to Spanish II	70
SPA 32-133 Spanish College Level	90
* SPA 31-130 Spanish for Beginners	80
	Total SBU: 940

Area 2:   4.3.2 Humanities

CTS 33-241 Critical Thinking Skills	74
HUM 31-251 Student Guidance 1 HUM 31-252 Student Guidance 2 HUM 32-253 Student Guidance 3 HUM 32-254 Student Guidance 4 HUM 33-255 Student Guidance 5 HUM 33-256 Student Guidance 6	20 20 16 16 16 16
HUM 33-257 Career Counseling I HUM 33-258 Career Counseling II	16 16
PFD 31-212 Professional Development I PFD 31-214 Professional Development II	40 40
PSV 31-211 Personal Development I PSV 31-213 Personal Development II	40 40
PUB 32-221 Public Speaking	74
	Total SBU: 444

Area 3:   4.3.3 Science

ALG 31-311 College Algebra I ALG 31-312 College Algebra II ALG 32-313 Algebra for Managers STA 33-314 Statistics	70 70 74 74
FES 33-331 Facility & Environmental Science	74
ICT 31-321 Information Technology I ICT 31-322 Information Technology II	70 70
ICT 31-323 Arts I ICT 31-324 Arts II ICT 31-325 Arts III	50 50 50
HFS 31-341 HACCP Certification	110
HFS 32-351 Food-Science	74
	Total SBU: 836

Area 4:   4.3.4 Business

ACC 31-421 Introduction to Hospitality Accounting	66
ACC 32-422 Hospitality Accounting I ACC 32-423 Hospitality Accounting II	74 74
BUS 31-411 Introduction to Business	70
ECO 33-451 Economics	74
HFS 33-441 F&B Cost Control	74
HMT 33-461 Hospitality Legal Environment	74
MKT 33-433 Introduction to Marketing	74
**MKT 33-492 Sales Management (Elective)	74
	Total SBU: 654

Area 5:   4.3.5 Practice Labs

FIN 33-536 Finance and Technology Lab	128
**HFS 32-511 Food Service Lab (A choice between either HFS 32-511 or HFS 32-521)	128
**HFS 32-521 Food Production Lab (A choice between either HFS 32-521 or HFS 32-511)	128
HMT 33-546 Rooms Division Lab	128
	Total SBU: 512

Area 6:   4.3.6 Industry Related

HFS 31-614-A BOHEX Food Service section	40
HFS 31-614-B BOHEX Food Production section	40
**HFS 33-691 Science of Wines and Spirits (Elective)	84
HMT 31-614 FOHEX	80
**HMT 33-691 Casino Management (Elective)	84
HTT 31-621 Introduction to Hospitality & Tourism Industry	84
HTT 32-633 Introduction to Travel and Tourism Industry	84
	Total SBU: 496

Area 7:   4.3.7 Internship

The student will be required to do one of the below:	
HFS 33-799 Food and Beverage Management Internship	768
HMT 33-799 Front of the House Internship	768
HFS 33-799B Back of the House Internship	768
HUM 33-799 Special Management Trainee Internship	768
HFS 32-799 Culinary Arts Internship	768
	Total SBU: 768

Area 9:   4.3.9 Seminars

LES 32-931 Leadership Skills	320
LES 33-394 Leadership & Management	320
	Total SBU: 640

4.4. **Sub-qualifications and final attainment levels**

End terms or Instructional objectives.

Areas of Education

Area 1
Languages

English

Unit	Hospitality & Tourism	
End qualification	3 Associate of Science Degree Hospitality Management	
Qualification	31-1 Languages	
Subject	ENG 31-111 ENG 101 Grammar and Communication I	Content-Remarks
ENG 31-111	The student must be able to:	The student is able to:
1. Speaking Skills	1.1 select a subject and purpose: persuade, inform or entertain. 1.2 use effective supporting material, and a logical organizational pattern. 1.3 develop a pleasing voice and acceptable pronunciation. 1.4 use natural nonverbal action. The student has to: 1.5 attain oral communication skills.	• strive for a direct, communicative manner for the purpose of arousing thought and feeling. • develop skills in delivery by improving language, voice and pronunciation. • speak freely about any topic.
2. Listening Skills	2.1 comprehend the focused listening skills strategies in order to reproduce the information given. 2.2 acknowledge the speaker's stress on relevant suggestions. 2.3 analyze the subject and the situation. 2.4 make notes as an approach to identify certain concepts. 2.5 explain the prerequisites of efficient listening in order to improve communication. 2.6 to distinguish among primary, secondary, and momentary interests. The student has to: 2.7 Experience a questioning, open-minded creative attitude and withhold final judgment until the speaker has developed the idea.	• acquire facts and ideas. • listen with concentration, know what to listen for, listen critically, and take notes effectively. • follow the requirements for efficient listening: attitude, interests, motivation, and emotional state.
3. Grammar and Usage	3.1 extend knowledge, appreciation, and effective use of the English language. 3.2 focus on editing for correctness by studying the rudiments of grammar, usage, and punctuation. 3.3 apply the grammatical rules, understand and use the language correctly. The student has to: 3.4 Emphasize writing and communications in his/her academic program.	• interpret texts through written assignments, oral presentations, discussion, and other activities. • understand the structure of language with an emphasis on English and the present-day approaches to the study of English grammar.

Unit	Hospitality & Tourism	
End qualification	3 Associate of Science Degree Hospitality Management	
Qualification	31-1 Languages	
Subject	ENG 31-112 ENG 101 English Composition I	Content-Remarks
ENG 31-112	The student must be able to:	The student is able to:

1. Reading Skills	1.1 organize and summarize information presented in reading selections.
	1.2 develop an understanding in reading and thinking skills necessary for comprehension
	    related to the field of study.
	1.3 discuss, analyze, and evaluate selected reading assignments.
	1.4 explain the importance of reading with a critical awareness.
	
	The student has to:
	1.5 improve basic reading techniques in comprehension, vocabulary, and critical
	    thinking skills.
		• explore reading techniques and methods appropriate to a variety of materials.
		• focus on the improvement of comprehension in reading.

2. Writing Skills	2.1 write sentences and short paragraphs on general topics. 2.2 reconstruct a paragraph using his/her own words. 2.3 determine what to omit, what to add, and what to strengthen for a unified paragraph. The student has to: 2.4 revise the composition, check for ideas and then for organization and development.	• understand that the fundamental unit of composition is the paragraph. • identify the three principal parts of paragraphs: topic sentence, body sentences, and the concluding sentence.

Unit	Hospitality & Tourism	
End qualification	3 Associate of Science Degree Hospitality Management	
Qualification	31-1 Languages	
Subject	ENG 31-113 ENG 102 Grammar and Communication II	Content-Remarks
ENG 31-113	The student must be able to:	The student is able to:
1. Speaking Skills	1.1 exchange information in a real life conversation. 1.2 explain the process of communication. 1.3 prepare a presentation related to the field of study. 1.4 outline a specific purpose, pattern of arrangement, introduction, body, and conclusion. The student has to: 1.5 establish credibility and provide clear and substantial content in order to maintain interest.	• organize his/her thoughts without reading or rote memorization. • determine the purpose of the speech. • gather materials (research) for his/her topic.
2. Listening Skills	2.1 exchange messages that stimulate meanings within communicators. 2.2 convey positive / negative feedback and acceptance. 2.3 recognize shared experiences and concepts. 2.4 recall information in a typical presentation. The student has to: 2.5 explain the learning techniques for listening comprehension	• comprehend meaningful sound. • exercise his/her mind with more difficult material. • judge content rather than delivery.
3.Grammar and Usage	3.1 identify the appropriate form and meaning of various grammatical structures. 3.2 demonstrate the ability to use those structures orally and in writing. 3.3 proof-read written material for relevant grammar errors. 3.4 explain grammar rules and apply them to writing in context. The student has to: 3.5 follow an editing and revision process by analysis of sample readings and related writing.	• progressively develop his/her grammar skills. • understand different grammatical structures, word forms, word order, and sentence structure.

Unit	Hospitality & Tourism	
End qualification	3 Associate of Science Degree Hospitality Management	
Qualification	31-1 Languages	
Subject	ENG 31-114 ENG 102 English Composition II	Content-Remarks
ENG 31-114	The student must be able to:	The student is able to:
1. Reading Skills	1.1 develop the reading skills necessary for academic success. 1.2 recognize the function of a text 1.3 summarize texts. 1.4 explain logical transitions. 1.5 identify main and supporting ideas The student has to: 1.6 use a wide-ranging vocabulary appropriately and effectively	• illustrate specific details. • interpret, analyze, reflect upon researched argument papers. • bring the experience and opinions of others into his/her essays.
2. Writing Skills	2.1 apply effective strategies and techniques in his/her own writings; write for a variety of purposes. 2.2 analyze and interpret samples of good writing. 2.3 identify and explain strategies and techniques of various authors. The student has to: 2.4 demonstrate understanding and mastery of standard written English. As well as stylistic maturity in his/her own writings.	• write thoughtfully about his/her own process of composition. • create and sustain arguments based on readings, research, and/or personal experience.

Unit	Hospitality & Tourism	
End qualification	3 Associate of Science Degree Hospitality Management	
Qualification	32-1 Languages	
Subject	ENG 32-115. ENG146 Grammar and College Writing	Content-Remarks
ENG 32-115	The student must be able to:	The student is able to:

1. Grammar / High-Intermediate to Advanced	1.1 analyze all the grammatical structures.
	1.2 cover problems in agreement and number, fragments and run-on sentences, verb
	   tenses, verbals, word forms, word order, prepositions and conjunctions, articles,
	   comparison, and parallelism.
	1.3 apply these structures in communicative situations.
	
	The student has to:
	1.4 describe the structure of Standard English as it is applied to writing.
		• comprehend all grammatical rules.
		• derive from simple basic sentences to complex sentences.
		• integrate within the practice on grammatical structures their punctuation and position.
		  use English to study academic related subjects in the hospitality and non-related courses.

2. Writing Skills	2.1 explain the process of writing techniques.
	2.2 develop a working hypothesis, plan and draft the work, and eventually produce a
	   paper that represents a claim on a well-documented argument.
	2.3 follow the diverse modes of thought and communication that characterize the
	   college experience.
	2.4 explain the portfolio writing process.
	2.5 write various kinds of analytic or persuasive essays.
	2.6 apply the skills of synthesizing, summarizing, paraphrasing, quoting, and citing
	   secondary source material.
		• place emphasis on content, purpose, and audience and to allow this focus to guide the organization of his/her writing.
		• provide an introduction with a thesis, and a conclusion that restates the thesis.
		• cite sources using conventions recommended by APA.
		• write effectively and confidently in all college courses across the curriculum.

3. Reading Skills	3.1 develop a Research Paper by following the guidelines of the APA (American
	   Psychological Association) Style.
	
	3.2 improve the reading skills of college students.
	3.3 determine the degree of comprehension: word recognition skills.
	3.4 analyze words by focusing on English Phonetics, Phonology, General
	   Morphology,
	   Word Classes, and Syntax.
	3.5 identify context clues, main ideas, and major vs. minor details.
	3.6 explain the context clues: antonyms, synonyms, relationships, explanations,
	3.7 organize ideas, recognize the author's purpose.
	3.8 evaluate the content, and make judgments.
	3.9 Consider critical reading as a form of critical thinking.
	
	The student has to:
	have a high level of communication skills in order to select, read, and critically evaluate the abundance of information created by the technology revolution and to be competitive in the rapidly changing job market.	

Unit	Hospitality & Tourism	
End qualification	3 Associate of Science Degree Hospitality Management	
Qualification	33-1 Languages	
Subject	ENG 33-116 ENG168 Advanced Grammar and Report Writing	Content-Remarks
ENG 33-116	The student must be able to:	The student is able to:
1. Advanced Grammar	1.1 explain grammar rules and apply them to writing in context. 1.2 analyze the grammatical theory. 1.3 describe the grammatical features of English: structural/descriptive, and generative/transformational. The student has to: 1.4 master the skills for the TOEFL and SAT Tests based on important structural and grammatical elements of standard written English.	• understand different grammatical structures, word forms, word order, and sentence structure. • relate grammar to meaning: clauses or phrases, functions of nouns, adjectives or adverbs.
2. Reading Skills	2.1 take a critical reading approach: to question, compare, and evaluate. 2.2 concentrate on meaning and comprehension. 2.3 analyze an inference: to draw a feeling from reasoning. 2.4 determine the value of reading material and analyze it according to the purpose for reading. The student has to: 2.4 explain the organizational patterns in order to get to the main idea more effectively.	• develop critical thinking skills. • understand articles related to the hospitality field of study. • acquire the most efficient study and reading techniques. • relate the supporting details to the main idea by explanation, example, comparison-contrast, cause-effect, definition, and enumeration.
3. Report Writing	3.1 analyze writing techniques, synthesize findings, and propose new ideas. 3.2 brainstorm on different research areas. 3.3 develop supporting information, and formulate evaluative conclusions. 3.4 demonstrate academic writing skills similar to the Test of Written English (TWE) incorporated into the total TOEFL score. 3.6 be aware that the expository, analytical, and argumentative writing in college is based on reading, not solely on personal experience and observation. The student has to: 3.7 develop a Hospitality Project by following the guidelines of the APA (American Psychological Association) Style.	• acquire the most efficient writing techniques. • format the reference citations. • acknowledge the sources: quoting and paraphrasing. • become a skilled writer who composes for a variety of purposes. • place the emphasis on content, purpose, and audience. • evaluate and incorporate reference documents into researched projects.

Areas of Education

Area 1
Languages

Papiamento

Unit	Hospitality & Tourism	
End qualification	3 Associate of Science Degree Hospitality Management	
Qualification	33-1 Languages	
Subject	PAP 33-121 Papiamento Advanced Level	Content-Remarks
PAP 33-121 1. Reading Skills	The student must be able to: 1.1 apply the common reading skills involved	• reading • studying • purpose - driven reading • analytical reading
	1.2 determine the degrees of comprehension under different scenario's	• educational text • advertising, brochures • literature
	1.3 identify context clues, main ideas, and major vs. Minor details	• main purpose of the text. • Secondary source • Fact and fiction • Subjectivity
	1.4 evaluate the content and make judgments	• Different grammatical structures word forms, word order and sentence structure
	1.5 determine the degree of comprehension: word recognition skills	
	1.6 analyze words by focusing on phonetics, phonology, morphology , word classes and syntax	• Analytical • cognitive • figurative • irony • sarcasm
	1.7 organize ideas, recognize the author's purpose	• provide an introduction with a thesis and a conclusion that restates the thesis • example • comparison • cause and effect • objective - goal • contrast • op ed
	1.8 explain the content' s clues: antonyms, synonyms, relationships, explanations	• Informative and instructive texts • advertising • internet
	1.9 consider critical reading as a form of critical thinking	• essay • summary

Unit	Hospitality & Tourism	
End qualification	3 Associate of Science Degree Hospitality Management	
Qualification	33-1 Languages	
Subject	PAP 33-121 Papiamento Advanced Level	Content-Remarks
	1.10 apply the skills of summarizing and synthesizing	
2. Listening skills	2.1 explain the learning techniques for listening comprehension	• evaluation • observation • meaningful
	2.2 recognize shared experiences and concepts	• text analysis • dictionary and the thesaurus • description and paraphrasing
	2.3 exchange messages that stimulate meanings within communicators	• informational • persuasive • expressive • communicative • commercial
	2.4 identify the appropriate form and meaning of various grammatical structures	• news-bulletin • documentary • advertising • instructions • interactive events • interviews • monologues, dialogues • discussions and debates
	2.4 recognize the author' s intention 2.5 evaluate the content and make a judgment . 2.6 convey positive / negative feedback and acceptance 2.7 exchange messages that stimulate meanings within communicators. 2.8 recall information in a typical presentation.	• setup of a presentation • the use of references • Preparation • Executing • Evaluation • Topic • Presentation • Discussion • Intention • beliefs • feelings • Intonation and word use • Body language

Unit	Hospitality & Tourism	
End qualification	3 Associate of Science Degree Hospitality Management	
Qualification	33-1 Languages	
Subject	PAP 33-121 Papiamento Advanced Level	Content-Remarks
3. Speaking skills	3.1 explain the process of communication	• Preparation • Collect, assimilate and present information
	3.2 evaluate conservation in a real life situation.	• Evaluate
	3.3 outline a specific purpose, pattern of arrangement, introduction body and conclusion.	• Explanations and examples • Paraphrasing • Non-verbal tools
	3.4 establish credibility and provide clear substantial content.	• Collect data • Prioritize data • Clear formulation and accurate presentaion
	3.5 exchange information in a real life conversation	The use of language • Choice of words

Unit	Hospitality & Tourism	
End qualification	3 Associate of Science Degree Hospitality Management	
Qualification	33-1 Languages	
Subject	PAP 33-121 Papiamento Advanced Level	Content-Remarks
3. Speaking skills (continue)		• intonation • speed • articulation • body posture
	3.6 prepare a presentation to a general audience	Public • environment • sources • Expectation level of the audience
	3.7 prepare a presentation with a specific topic and to a specific audience.	• Provide information • Ask for information • Persuade • Formulate an opinion • action • do the presentation • explanation of opinion • defend an opinion • use of optimism • right presentation method • main idea • main topic and sub-topics • argumentative • professional presentation

Unit	Hospitality & Tourism	
End qualification	**3 Associate of Science Degree Hospitality Management**	
Qualification	**33-1 Languages**	
Subject	**PAP 33-121 Papiamento Advanced Level**	**Content-Remarks**
4. Writing Skills	4.1 explain the process of writing technique	• set an essay and benchmark it to your audience • Collect data • Prioritize data • Clear formulation and accurate presentation . • Index
	4.2 develop a working hypothesis, plan and draft the work and eventually produce a paper that represents a claim on a well-documented argument.	• Correct sentence structure • Paragraphs • Review and update text
	4.3 write various kind of analytic or persuasive essays	• words • meaning • sentence structure
	4.4 apply the skills of analyzing, summarizing, paraphrasing, and citing secondary source material	• Advertising • Memo's and notes • Business reports • Procedures • Op-ed
	4.5 write different texts based on the objective involved .	• Provide info • Collect info • Opinion • Convince • Action • Entertain • Feelings
	4.6 write a text for a specific purpose	• memo's • business communication • Reports • Requests
	4.7 follow the diverse modes of thought and communication .	• Power-point Presentation • Posters and brochures • spelling of 2007

Unit	Hospitality & Tourism	
End qualification	**3 Associate of Science Degree Hospitality Management**	
Qualification	**33-1 Languages**	
Subject	**PAP 33-121 Papiamento Advanced Level**	**Content-Remarks**
5. Grammar and Usage	5.1 explain the origin of Papiamento	• Afro-Portuguese origin • History of Papiamento • development • Influence of other languages
	5.2 communicate with different users and methods of Papiamento.	• Subtle differences of Papiamento in Aruba
	5.3 recognize the influence of other languages on the development of Papiamento	Understanding the different currents in Papiamento in relation to the other islands that also use this language. • The development of Papiamento on Curaçao and Bonaire.
	5.4 demonstrate the ability to use Papiamento in writing .	• correction • use of correct Papiamento • correct sentence structure • correct sayings and expressions

Unit	Hospitality & Tourism	
End qualification	**3 Associate of Science Degree Hospitality Management**	
Qualification	**33-1 Languages**	
Subject	**PAP 33-121 Papiamento Advanced Level**	**Content-Remarks**
5. Grammar and Usage (continue)	5.5 apply the correct use of Papiamento.	• Nouns • Pronouns • verbs • tenses • prepositions and conjunctions
	5.6 explain grammar rules and apply them to writing in context .	• the use of *ta* • Creole based sentence structure. • Regular verbs • Irregular verbs • Present tense • Past imperfect tense • Past perfect tense • Future perfect tense • Future imperfect tense
	5.7 demonstrate the correct use of Papiamento using all revelant rules of grammar	Grammar rules, correct sentence structuring and developments of terms and words. Verbs, nouns, pronouns, adverbs etc. Past, present and future tense and others.

Unit	Hospitality & Tourism	
End qualification	**3 Associate of Science Degree Hospitality Management**	
Qualification	**31-1 Languages**	
Subject	**PAP 31-121 Papiamento for non-native speakers. (Remedial)**	**Content-Remarks**
PAP 31-121	The student must be able to:	
1. Reading Skills	1.1 apply different reading strategies.	• Thorough understanding of the writing language and comprehension of it. • Concise articles. • Newspapers and magazines. • Folders. • Advertisements. • Cartoons. • Exhibits. • Short poems etc.
	1.2 apply text analysis on an introductory level.	• Cause and effect. • Goal and source. • Sayings, examples, • Summarizing etc.
	1.3 describe the function of expression and the outline of a text.	• Title. • Sub divisions. • Illustrations. • Text and paragraph use.
	1.4 develop his or her own viewpoint on the Papiamento language	• Mono-genetic and ploy-genetic theories on Papiamento and the development of this language.
2. Speaking skills	2.1 start using the language	Short presentation
	2.2 develop a strategy when communicating	• Speech presentation. • Descriptive. • Informative. • Debate
	2.3 understand the language through presentation of fellow candidates.	Recognition of non-verbal communication.

Unit	Hospitality & Tourism	
End qualification	3 Associate of Science Degree Hospitality Management	
Qualification	31-1 Languages	
Subject	PAP 31-121 Papiamento for non-native speakers. (Remedial)	Content-Remarks
PAP 31-121	The student must be able to:	
2. Speaking skills (continue)	2.4 use the strategy to breakdown a sentence.	Verbs, nouns, pronouns, adverbs etc. Past, present and future tense and others.
	2.5 show the similarities and dissimilarities between the different currents of this language in relation to the multi-cultural society we have in Aruba.	Understanding the different currents in Papiamento in relation to the other islands that also use this language.
	2.6 develop the vocabulary of the student.	Sayings, proverbs and quotations, etc
3. Writing Skills	3.1 develop different strategies in relation to written communication.	• To develop a text or story through direct and third party information and observations. • To change a story line and to produce a letter. Grammar rules, correct sentence structuring and developments of terms and words. To ask and give information, to convince and or provide information etc.
	3.2 develop an understanding of the grammar, correct sentence structuring and word use.	
	3.3 present the communication through different letter forms.	
	3.4 apply the official spelling in presentations and projects.	
4. Oral presentation and listening skills.	4.1 use and recognize the different streams in the Papiamento language currently in use on Aruba.	Through the use of dialogue and presentations. Sayings, proverbs, etc.
	4.2 express oneself using the Papiamento language.	Verbal and non-verbal communication.
	4.3 recognize and analyze information provided by others.	To prepare, gather information and present the information to others
	4.4 develop a plan concerning speech and or oral presentation.	

Areas of Education

Area 1
Languages

Spanish

Unit	Hospitality & Tourism	
End qualification	3 Associate of Science Degree Hospitality Management	
Qualification	31-1 Languages	
Subject	SPA 31-131: Introduction to Spanish language 1	Content-Remarks
SPA 31-131	The student must be able to:	
1. Reading skill	1.1 apply different reading strategies 1.2 apply text analysis on an introductory level 1.3 identify main points	• Mini-stories with closed exercises • Reading groups of words • Newspapers and magazines • Folders • Advertisements • Cartoons Rate Goals • set reading rate goals for the students • Title • Sub divisions • Illustrations
2. Speaking skills	2.1 express themselves 2.2 develop a strategy when communicating 2.3 find opportunities to speak in front of groups.	The capability of speaking about : • Self • Family • Interests Dialog exercises in the: • Situational hotel • Restaurants • Kitchens • Front desk • Recognition of non –verbal communication Check and see if the group is correctly receiving the messages

Unit	Hospitality & Tourism	
End qualification	3 Associate of Science Degree Hospitality Management	
Qualification	31-1 Languages	
Subject	SPA 31-132: Introduction to Spanish language 2	Content-Remarks
SPA 31-132	The student must be able to:	
1. Reading skills	1.1 apply different reading strategies 1.2 apply text analysis on an introductory level 1.3 identify main points	• Mini-stories with closed exercises • Reading groups of words • Newspapers and magazines • Folders • Advertisements • Cartoons Rate Goals • set reading rate goals for the students • Title • Sub divisions • Illustrations
2. Speaking skills	2.1 express themselves 2.2 develop a strategy when communicating 2.3 speak in front of groups.	The capability of speaking about : • Self • Family • Interests Dialog exercises in the: • Situational hotel • Restaurants • Kitchens • Front desk • Recognition of non –verbal communication Check and see if the group is correctly receiving the messages

Unit	Hospitality & Tourism	
End qualification	**3 Associate of Science Degree Hospitality Management**	
Qualification	**32-1 Languages**	
Subject	**SPA 32-133: Spanish College Level**	**Content-Remarks**
SPA32-133	The student will be able to:	
1. Reading skills.	1.1 use different reading methods	Globally, researching and in depth evaluation of a written text • Articles • Newspapers and memos • folders • Advertising materials • Strips • Notes • Poems
	1.2 determine the degree of comprehension: word recognition skills	• Cause and effect • Goal-means • comments • examples • conflicts • summaries etc.
	1.3 Identify context clues.	• title • body • illustrations • text and alinea's
2. Speaking skills	2.1 exchange information in a real life conversation.	In front of peers do a presentation Body language and verbal and non-verbal communication is important
	2.2 outline a specific purpose, pattern of arrangenment, introduction, body, and conclusion	
	2.3 recall information in a typical presentation	
	2.4 identify the proper form and meaning of various grammatical structures.	Language skills: verb tenses, verbs, word forms, word order, prepositions and conjunctions, and fragments and run-on sentences Including the use of proverbs, sayings and slangs
	2.5 develop a large vocabulary.	

Unit	Hospitality & Tourism	
End qualification	3 Associate of Science Degree Hospitality Management	
Qualification	32-1 Languages	
Subject	SPA 32-133: Spanish College Level	Content-Remarks
SPA32-133	The student will be able to:	
3. Writing skills.	3.1 explain the process of writing techniques.	Organize ideas, evaluate the content re-evaluate the process and present a final product. Create an op-ed piece on an advertising campaign may be an example.
	3.2 develop a working hypothesis, plan and draft the work, and eventually produce a paper that represents a claim on a well-documented argument.	Collect data, convince and create opinion, leading to an action in text analysis. Increase of vocabulary
4. Presentation and listening skliis	4.1 recognize the different types of Spanish common in Aruba 4.2 do a presentation using relevant rules of the language. 4.3 recognize concepts and evaluate the meanings of others 4.4 develop a strategy that is applicable when communicating and receiving information.	Sayings and expressions tec.. Including body language. To be prepared , collect and assimilate data and to evaluate the process.

Unit	Hospitality & Tourism	
End qualification	**3 Associate of Science Degree Hospitality Management**	
Qualification	**31 Languages**	
Subject	**SPA 31-130 Spanish for Beginners**	**Contents and/or comments**
SPA 31-130.1	Emphasis is placed on:	
Concentrates on teaching Spanish as a Foreign Language 1 Vocabulary	1.1 Vocabulary: That Are similar in English and Spanish 　　　　How to make Things Plural 　　　　Indefinite Articles 　　　　How to express Actions AR Verbs ; how to ask questions 　　　　and say No in Spanish 1.2 How to count in Spanish: uno , dos , tres … 1.3 Telling Time in Spanish : ¿ Qué hora es ? 1.4 How to express Actions ER Verbs: Other activities 1.5 Adjectives: How to Describe Things in Spanish	Activities and internet will play an important role in this. The language lab at the OLC will be used to accomplish these objectives.
2 Communication	2.1 Professions and Trades; The Verb ser : Ser o no Ser 2.2 How to express Actions Ir Verbs: verbos ir 2.3 Uses of Ser and Estar: Expressions with estar ; 2.4 Measuring the Passage of Time : Days and Months 2.5 Expressions with Tener: The verb Tener 2.6 Weather Expressions; Seasons: The verb hacer 2.7 Possessive Adjectives: mi /tu/ su 2.8 What to say When You Like Something ; The verb gustar	Situational hotel/front-desk/restaurants/kitchen conversations and dialog exercises in cartoon-strips. To encourage students to use Spanish for communication and self-expression.

Unit	Hospitality & Tourism	
End qualification	3 Associate of Science Degree Hospitality Management	
Qualification	31 Languages	
Subject	SPA 31-130 Spanish for Beginners	Contents and/or comments
Concentrates on teaching Spanish as a Foreign Language (continue) 3 Reading	3.1 How to tell Where Things Are; Prepositions 3.2 Numbers to 100 : Different Systems 3.3 How to Go Places in Spanish : the Verb Ir 3.4 Stem changing verbs; Pensar and Poder 3.5 The verb decir 3.6 Countries, Nationalities and Languages	Each lesson contains a short, entertaining narrative or play that features new structural and vocabulary and reinforces previously learned grammar and expressions. These passages deal with topics that are related to the everyday experiences of today's student generation. Rosetta Stone or any other equal program will be used to accomplish these objectives.

Areas of Education

Area 2
Humanities

Unit	Hospitality & Tourism	
End qualification	**3 Associate of Science Degree Hospitality Management**	
Qualification	**33-2 Humanities**	
Subject	**CTS 33-241 Introduction to Critical Thinking Skills**	**Contents and/or comments**
CTS 33-241	The student must be able to:	
1.Thinking	define the word Critical Thinking; think critically distinguish between fact and belief evaluate own thinking including how emotions, assumptions and biases influence thinking. apply critical thinking skills to real life issues and problems. evaluate the outcomes of thought processes.	The use of cognitive skills or strategies that increase the probability of a desirable outcome. Psychologists have found that only 25 % of first year college students possess the skills needed for logical abstract thought the type of thought needed to answer what would happen if….. Questions and to comprehend abstract concepts.
2.Memory	2.1 explain the phenomena of Short and Long Term Memory 2.2 list the causes of the loss of information in the short term Memory 2.3 explain the chunking memory technique.	The three stage memory model and how it works. The theories of forgetting and loss of information in the short term. Memory improvement techniques and how these are applied.
3.The relationship between thought and language	3.1 understand language by making inferences 3.2 identify the rules for communication. 3.3 apply analogies. 3.4 explain emotional language and name calling. 3.5 comprehend the reason for language. 3.6 explain how analogies can be useful in enhancing comprehension.	Language comprehension requires that the listener make many inferences. The kinds of inferences we make depends on context, manner and the word selected to convey the message.
4.Reasoning: Drawing Deductively Valid Conclusions	4.1 explain pragmatism and logic. 4.2 compare inductive and deductive reasoning. 4.3 explain tree diagrams. 4.4 explain the difference between truth and validity.	Deductive reasoning is the use of premises or statements that we accept as true to derive valid conclusions. People don't approach reasoning problems according to the laws of formal logic. Instead of determining whether a conclusion logically folios from the premises as they are stated, there is a tendency to alter the premises according to one's own beliefs and then decide whether a conclusion follows from the altered statements.
5.Thinking as hypothesis thinking	5.1 explain hypothesis testing. 5.2 describe the relationship between any two variables as positive, negative or unrelated.	Research is an intellectual approach to an unsolved problem, and its function is to seek the truth.
6.Decision making	6.1 apply the general thinking skills framework to decision making. 6.2 prepare a decision making work sheet for important decisions.	Multi process model of decision making.
7.Development of problem solving	7.1 describe the anatomy of a problem. 7.2 explain the stages in problem solving. 7.3 explain problem solving strategies. 7.4 explain four different types of analogies when faced with a problem.	Incubation, insight, persistence, problem planning and representation, representation of the problem space.

Unit	Hospitality & Tourism	
End qualification	**3 Associate of Science Degree Hospitality Management**	
Qualification	**33-2 Humanities**	
Subject	**CTS 33-241 Introduction to Critical Thinking Skills**	**Contents and/or comments**
CTS 33-241	The student must be able to:	
8.Creative Thinking	8.1 define creativity. 8.2 explain the three S' in creativity: Sensitivity, Synergy, Serendipity. 8.3 explain the principles among creativity-training programs.	Creativity is an harmony, an expected astonishment, a habitual revelation, a familiar surprise, an unexpected certainty.
9.Designing tasks for active thinking and learning	9.1 evaluate ten strategies for designing critical thinking tasks	Tasks linking course concepts to students personal experience or previously existing knowledge. Explanation of course concepts to new learners. Thesis support assignments. Problem posing assignments. Data provided assignments. Frame assignments. Assignments required role playing.
10.How we can use our critical thinking skills to create a meaningful life	10.1 use thinking skills in own life.	To make decisions, read about and plan research understand the structure of a written passage, think creatively, remember more effectively.

Unit	Hospitality & Tourism	
End qualification	3 Associate of Science Degree Hospitality Management	
Qualification	31-2 Humanities	
Subject	HUM 31-251 Student Guidance 1	Contents and/or comments
Component*:*	**MENTORING LIST**	
HUM 31-251 1. Academics: Individual & Group Coaching and Guidance.	1. General Introduction to school services and facilities, rules & & regulations, and 2. use of the student handbook. 3. Ice-Breaker activities to create a safe and pleasant class atmosphere. 4. Individual Conversations to lay the foundations for a positive and productive 5. Mentor- Student relationship. 6. Explanation of Exam Regulations. 7. Teambuilding activities to transform a new Class into a cohesive & cooperative group. 8. Social Activities with added value of bonding, group-forming and building cooperation. 9. Group Discussions on questions, concern, issues important to the student. 10. Student Progress Reports to proactively discuss and address the academic progress of the student (typically after Midterms). 11. Academic Results and Grades discussion (including handing out of the Student Transcripts)	• Each Student will posses the Knowledge, Skills and Attitudes required for Academic Success and Further Learning. • Group coaching will take place in the classroom. • Individual coaching will take place
HUM 31-252 2. Student Development PORTFOLIO (Independent Studies)	12. Situation Analysis & Previous Education 13. Resume (CV) & Practical Experience 14. Personal SWOT 15. Goal-setting: Personal, Education & Career 16. Personal Mission Statement 17. Skill Building (student works) & Reflections 18. Leadership Seminar Certificates & Reports / Reflections 19. Certificates for Social Lectures & Reports / Reflections 20. Community Project Certificate & Report / Reflection 21. Action Plan for Success	• Effective Learning requires a sense of ownership, an ability to reflect and change, and a pride in work produced. • The H & T Development Portfolio is a learning tool for students, containing a collection of works reflecting the student's learning process at H&T. Students are introduced to the process of reflection as they create a learning portfolio. Toward the end of each semester students participates in"Portfolio Reflection Day." • Faculty, Mentors and Counselors , function as coaches while the students work on their portfolios. Graduating students prepare their portfolios for the "Professional Review Day", when the Hospitality Industry is invited to view student portfolios as testament to acquired competencies, talents and potentials.

Unit	Hospitality & Tourism	
End qualification	**3 Associate of Science Degree Hospitality Management**	
Qualification	**31-2 Humanities**	
Subject	**HUM 31-251 Student Guidance 1**	**Contents and/or comments**
Component:	**MENTORING LIST**	
HUM 32-253 3: Youth Leadership Program	22. Developing Young Leaders 23. Character Building 24. Role Model Training 25. Social-Emotional Leaders 26. Peer Mentoring Program (Horizontal Mentoring: students helping students)	• Each Student will acquire the Knowledge, Skills and Attitudes to achieve their Personal Highest Potential. • Students are "part of the solution" • Students learn about Building Trust & positive Relationship • Teaches students Accountability & Responsibility for helping others • Acknowledging the value of the student, and his important role at school • Teaching students about positive peer pressure
HUM 32-254 4: Community Service	27. Teaching students to do Community work 28. Developing Responsible Community members 29. Inspiring young adults who care for their local and global Community 30. Teaching students to give back to the Community 31. Developing responsible young leaders	• Each Student will be a Responsible citizen by being well-informed and actively involved in his/her local and Global Community. • Certificate of Completion will be awarded to students at end of community projects. This will be included in their Portfolio • Planning for Community Service will take place in classroom and College Zaal and off campus for the actual Community work.
HUM 32-255 5: Guest Lectures on SOCIAL TOPICS	32. Teen Pregnancy 33. Drugs, Alcohol & Addiction 34. Eating Disorders 35. Sex Education & Sexual Risks 36. Physical and Emotional Abuse 37. Gangs and Violence 38. Depression 39. Other topics relevant to the student	• Each Student will posses the character to do what is right to act morally with wisdom, and balance individual Concerns with the rights and needs of others. • Providing students with relevant information on social topics and every day issues & challenges in their world and surroundings, both locally and globally, by providing on-campus lectures by professionals in this field. • Aiding student to make informed decisions and choices. • Certificate of Attendance will be awarded to students at end of each semester. This will be included in their Portfolio. • Lectures on Social Topics will take place in College Zaal.

Unit	Hospitality & Tourism	
End qualification	**3 Associate of Science Degree Hospitality Management**	
Qualification	**31-2 Humanities**	
Subject	**HUM 31-251 Student Guidance 1**	**Contents and/or comments**
Component*:*	**MENTORING LIST**	
HUM 32-256 6. Competencies	40. Leadership 41. Flexible/adapting to change 42. Self awareness/Positive Self-image 43. Professionalism & Discipline 44. Community awareness 45. People Skills / Teamwork 46. Social & Interpersonal Skills 47. Ethics & Values 48. Problem-solving abilities 49. Creative Thinking & Initiative.	• Student Guidance to support the following Competencies.

Unit	Hospitality & Tourism	
End qualification	3 Associate of Science Degree Hospitality Management	
Qualification	31-2 Humanities	
Subject	**HUM 31-252 Student Guidance 2**	**Contents and/or comments**
Component*:*	**MENTORING LIST**	

HUM 31-251
1. Academics: Individual &
Group Coaching and
Guidance.
	1. General Introduction to school services and facilities, rules & &
	   regulations, and
	2. use of the student handbook.
	3. Ice-Breaker activities to create a safe and pleasant class atmosphere.
	4. Individual Conversations to lay the foundations for a positive and
	   productive
	5. Mentor- Student relationship.
	6. Explanation of Exam Regulations.
	7. Teambuilding activities to transform a new Class into a cohesive &
	   cooperative group.
	8. Social Activities with added value of bonding, group-forming and building
	   cooperation.
	9. Group Discussions on questions, concern, issues important to the
	   student.
	10. Student Progress Reports to proactively discuss and address the
	   academic progress of the student (typically after Midterms).
	11. Academic Results and Grades discussion (including handing out of the
	   Student Transcripts)
		• Each Student will posses the Knowledge, Skills and
		  Attitudes required for Academic Success and Further
		  Learning.
		• Group coaching will take place in the classroom.
		• Individual coaching will take place

HUM 31-252
2. Student Development
PORTFOLIO (Independent
Studies)
	12. Situation Analysis & Previous Education
	13. Resume (CV) & Practical Experience
	14. Personal SWOT
	5 Goal-setting: Personal, Education & Career
	6 Personal Mission Statement
	7 Skill Building (student works) & Reflections
	8 Leadership Seminar Certificates & Reports / Reflections
	9 Certificates for Social Lectures & Reports / Reflections
	10 Community Project Certificate & Report / Reflection
	11 Action Plan for Success
		• Effective Learning requires a sense of ownership, an
		  ability to reflect and change, and a pride in work
		  produced.
		• The H & T Development Portfolio is a learning tool for
		  students, containing a collection of works reflecting the
		  student's learning process at H&T. Students are
		  introduced to the process of reflection as they create a
		  learning portfolio. Toward the end of each semester
		  students participates in" Portfolio Reflection Day."
		• Faculty, Mentors and Counselors , function as coaches
		  while the students work on their portfolios. Graduating
		  students prepare their portfolios for the "Professional
		  Review Day", when the Hospitality Industry is invited to
		  view student portfolios as testament to acquired
		  competencies, talents and potentials.

Unit	Hospitality & Tourism	
End qualification	**3 Associate of Science Degree Hospitality Management**	
Qualification	**31-2 Humanities**	
Subject	**HUM 31-252 Student Guidance 2**	**Contents and/or comments**
Component:	**MENTORING LIST**	
HUM 32-253 3: Youth Leadership Program	12 Developing Young Leaders 13 Character Building 14 Role Model Training 15 Social-Emotional Leaders 16 Peer Mentoring Program (Horizontal Mentoring: students helping students)	• Each Student will acquire the Knowledge, Skills and Attitudes to achieve their Personal Highest Potential. • Students are "part of the solution" • Students learn about Building Trust & positive Relationship • Teaches students Accountability & Responsibility for helping others • Acknowledging the value of the student, and his important role at school • Teaching students about positive peer pressure
HUM 32-254 4: Community Service	17 Teaching students to do Community work 18 Developing Responsible Community members 19 Inspiring young adults who care for their local and global Community 20 Teaching students to give back to the Community 21 Developing responsible young leaders	• Each Student will be a Responsible citizen by being well-informed and actively involved in his/her local and Global Community. • Certificate of Completion will be awarded to students at end of community projects. This will be included in their Portfolio • Planning for Community Service will take place in classroom and College Zaal and off campus for the actual Community work.
HUM 32-255 5: Guest Lectures on SOCIAL TOPICS	22 Teen Pregnancy 23 Drugs, Alcohol & Addiction 24 Eating Disorders 25 Sex Education & Sexual Risks 26 Physical and Emotional Abuse 27 Gangs and Violence 28 Depression 29 Other topics relevant to the student	• Each Student will posses the character to do what is right to act morally with wisdom, and balance individual Concerns with the rights and needs of others. • Providing students with relevant information on social topics and every day issues & challenges in their world and surroundings, both locally and globally, by providing on-campus lectures by professionals in this field. • Aiding student to make informed decisions and choices. • Certificate of Attendance will be awarded to students at end of each semester. This will be included in their Portfolio. • Lectures on Social Topics will take place in College Zaal.

Unit	Hospitality & Tourism	
End qualification	**3 Associate of Science Degree Hospitality Management**	
Qualification	**31-2 Humanities**	
Subject	**HUM 31-252 Student Guidance 2**	**Contents and/or comments**
Component:	**MENTORING LIST**	
HUM 32-256 6. Competencies	30 leadership 31 Flexible/adapting to change 32 Self awareness/Positive Self-image 33 Professionalism & Discipline 34 Community awareness 35 People Skills / Teamwork 36 Social & Interpersonal Skills 37 Ethics & Values 38 Problem-solving abilities 39 Creative Thinking & Initiative.	• Student Guidance to support the following Competencies.

Unit	Hospitality & Tourism	
End qualification	**3 Associate of Science Degree Hospitality Management**	
Qualification	**31-2 Humanities**	
Subject	**HUM 32-253 Student Guidance 3**	**Contents and/or comments**
Component*:*	**MENTORING LIST**	
HUM 31-251 1. Academics: Individual & Group Coaching and Guidance.	1. General Introduction to school services and facilities, rules & & regulations, and 2. use of the student handbook. 3. Ice-Breaker activities to create a safe and pleasant class atmosphere. 4. Individual Conversations to lay the foundations for a positive and productive 5. Mentor- Student relationship. 6. Explanation of Exam Regulations. 7. Teambuilding activities to transform a new Class into a cohesive & cooperative group. 8. Social Activities with added value of bonding, group-forming and building cooperation. 9. Group Discussions on questions, concern, issues important to the student. 10. Student Progress Reports to proactively discuss and address the academic progress of the student (typically after Midterms). 11. Academic Results and Grades discussion (including handing out of the Student Transcripts)	• Each Student will posses the Knowledge, Skills and Attitudes required for Academic Success and Further Learning. • Group coaching will take place in the classroom. • Individual coaching will take place
HUM 31-252 2. Student Development PORTFOLIO (Independent Studies)	12. Situation Analysis & Previous Education 13. Resume (CV) & Practical Experience 14. Personal SWOT 15. Goal-setting: Personal, Education & Career 16. Personal Mission Statement 17. Skill Building (student works) & Reflections 18. Leadership Seminar Certificates & Reports / Reflections 19. Certificates for Social Lectures & Reports / Reflections 20. Community Project Certificate & Report / Reflection 21. Action Plan for Success	• Effective Learning requires a sense of ownership, an ability to reflect and change, and a pride in work produced. • The H & T Development Portfolio is a learning tool for students, containing a collection of works reflecting the student's learning process at H&T. Students are introduced to the process of reflection as they create a learning portfolio. Toward the end of each semester students participates in" Portfolio Reflection Day." • Faculty, Mentors and Counselors , function as coaches while the students work on their portfolios. Graduating students prepare their portfolios for the "Professional Review Day", when the Hospitality Industry is invited to view student portfolios as testament to acquired competencies, talents and potentials.

Unit	Hospitality & Tourism	
End qualification	3 Associate of Science Degree Hospitality Management	
Qualification	31-2 Humanities	
Subject	HUM 32-253 Student Guidance 3	Contents and/or comments
Component:	MENTORING LIST	
HUM 32-253 3: Youth Leadership Program	22. Developing Young Leaders 23. Character Building 24. Role Model Training 25. Social-Emotional Leaders 26. Peer Mentoring Program (Horizontal Mentoring: students helping students)	• Each Student will acquire the Knowledge, Skills and Attitudes to achieve their Personal Highest Potential. • Students are "part of the solution" • Students learn about Building Trust & positive Relationship • Teaches students Accountability & Responsibility for helping others • Acknowledging the value of the student, and his important role at school • Teaching students about positive peer pressure
HUM 32-254 4: Community Service	27. Teaching students to do Community work 28. Developing Responsible Community members 29. Inspiring young adults who care for their local and global Community 30. Teaching students to give back to the Community 31. Developing responsible young leaders	• Each Student will be a Responsible citizen by being well-informed and actively involved in his/her local and Global Community. • Certificate of Completion will be awarded to students at end of community projects. This will be included in their Portfolio • Planning for Community Service will take place in classroom and College Zaal and off campus for the actual Community work.
HUM 32-255 5: Guest Lectures on SOCIAL TOPICS	32. Teen Pregnancy 33. Drugs, Alcohol & Addiction 34. Eating Disorders 35. Sex Education & Sexual Risks 36. Physical and Emotional Abuse 37. Gangs and Violence 38. Depression 39. Other topics relevant to the student	• Each Student will posses the character to do what is right to act morally with wisdom, and balance individual Concerns with the rights and needs of others. • Providing students with relevant information on social topics and every day issues & challenges in their world and surroundings, both locally and globally, by providing on-campus lectures by professionals in this field. • Aiding student to make informed decisions and choices. • Certificate of Attendance will be awarded to students at end of each semester. This will be included in their Portfolio. • Lectures on Social Topics will take place in College Zaal.

Unit	Hospitality & Tourism	
End qualification	3 Associate of Science Degree Hospitality Management	
Qualification	31-2 Humanities	
Subject	HUM 32-253 Student Guidance 3	Contents and/or comments
Component:	MENTORING LIST	
HUM 32-256 6. Competencies	40. leadership 41. Flexible/adapting to change 42. Self awareness/Positive Self-image 43. Professionalism & Discipline 44. Community awareness 45. People Skills / Teamwork 46. Social & Interpersonal Skills 47. Ethics & Values 48. Problem-solving abilities 49. Creative Thinking & Initiative.	• Student Guidance to support the following Competencies.

Unit	Hospitality & Tourism	
End qualification	3 Associate of Science Degree Hospitality Management	
Qualification	31-2 Humanities	
Subject	HUM 32-254 Student Guidance 4	Contents and/or comments
Component*:*	MENTORING LIST	
HUM 31-251 1. Academics: Individual & Group Coaching and Guidance.	1. General Introduction to school services and facilities, rules & & regulations, and 2. use of the student handbook. 3. Ice-Breaker activities to create a safe and pleasant class atmosphere. 4. Individual Conversations to lay the foundations for a positive and productive 5. Mentor- Student relationship. 6. Explanation of Exam Regulations. 7. Teambuilding activities to transform a new Class into a cohesive & cooperative group. 8. Social Activities with added value of bonding, group-forming and building cooperation. 9. Group Discussions on questions, concern, issues important to the student. 10. Student Progress Reports to proactively discuss and address the academic progress of the student (typically after Midterms). 11. Academic Results and Grades discussion (including handing out of the Student Transcripts)	• Each Student will posses the Knowledge, Skills and Attitudes required for Academic Success and Further Learning. • Group coaching will take place in the classroom. • Individual coaching will take place
HUM 31-252 2. Student Development PORTFOLIO (Independent Studies)	12. Situation Analysis & Previous Education 13. Resume (CV) & Practical Experience 14. Personal SWOT 15. Goal-setting: Personal, Education & Career 16. Personal Mission Statement 17. Skill Building (student works) & Reflections 18. Leadership Seminar Certificates & Reports / Reflections 19. Certificates for Social Lectures & Reports / Reflections 20. Community Project Certificate & Report / Reflection 21. Action Plan for Success	• Effective Learning requires a sense of ownership, an ability to reflect and change, and a pride in work produced. • The H & T Development Portfolio is a learning tool for students, containing a collection of works reflecting the student's learning process at H&T. Students are introduced to the process of reflection as they create a learning portfolio. Toward the end of each semester students participates in" Portfolio Reflection Day." • Faculty, Mentors and Counselors , function as coaches while the students work on their portfolios. Graduating students prepare their portfolios for the "Professional Review Day", when the Hospitality Industry is invited to view student portfolios as testament to acquired competencies, talents and potentials.

Unit	Hospitality & Tourism	
End qualification	**3 Associate of Science Degree Hospitality Management**	
Qualification	**31-2 Humanities**	
Subject	**HUM 32-254 Student Guidance 4**	**Contents and/or comments**
Component*:*	**MENTORING LIST**	
HUM 32-253 3: Youth Leadership Program	22. Developing Young Leaders 23. Character Building 24. Role Model Training 25. Social-Emotional Leaders 26. Peer Mentoring Program (Horizontal Mentoring: students helping students)	• Each Student will acquire the Knowledge, Skills and Attitudes to achieve their Personal Highest Potential. • Students are "part of the solution" • Students learn about Building Trust & positive Relationship • Teaches students Accountability & Responsibility for helping others • Acknowledging the value of the student, and his important role at school • Teaching students about positive peer pressure
HUM 32-254 4: Community Service	27. Teaching students to do Community work 28. Developing Responsible Community members 29. Inspiring young adults who care for their local and global Community 30. Teaching students to give back to the Community 31. Developing responsible young leaders	• Each Student will be a Responsible citizen by being well-informed and actively involved in his/her local and Global Community. • Certificate of Completion will be awarded to students at end of community projects. This will be included in their Portfolio • Planning for Community Service will take place in classroom and College Zaal and off campus for the actual Community work.
HUM 32-255 5: Guest Lectures on SOCIAL TOPICS	32. Teen Pregnancy 33. Drugs, Alcohol & Addiction 34. Eating Disorders 35. Sex Education & Sexual Risks 36. Physical and Emotional Abuse 37. Gangs and Violence 38. Depression 39. Other topics relevant to the student	• Each Student will posses the character to do what is right to act morally with wisdom, and balance individual Concerns with the rights and needs of others. • Providing students with relevant information on social topics and every day issues & challenges in their world and surroundings, both locally and globally, by providing on-campus lectures by professionals in this field. • Aiding student to make informed decisions and choices. • Certificate of Attendance will be awarded to students at end of each semester. This will be included in their Portfolio. • Lectures on Social Topics will take place in College Zaal.

Unit	Hospitality & Tourism	
End qualification	3 Associate of Science Degree Hospitality Management	
Qualification	31-2 Humanities	
Subject	HUM 32-254 Student Guidance 4	Contents and/or comments
Component:	MENTORING LIST	
HUM 32-256 6. Competencies	40. leadership 41. Flexible/adapting to change 42. Self awareness/Positive Self-image 43. Professionalism & Discipline 44. Community awareness 45. People Skills / Teamwork 46. Social & Interpersonal Skills 47. Ethics & Values 48. Problem-solving abilities 49. Creative Thinking & Initiative.	• Student Guidance to support the following Competencies.

Unit	Hospitality & Tourism	
End qualification	3 Associate of Science Degree Hospitality Management	
Qualification	31-2 Humanities	
Subject	HUM 33-255 Student Guidance 5	Contents and/or comments
Component:	MENTORING LIST	
HUM 31-251 1. Academics: Individual & Group Coaching and Guidance.	1. General Introduction to school services and facilities, rules & & regulations, and 2. use of the student handbook. 3. Ice-Breaker activities to create a safe and pleasant class atmosphere. 4. Individual Conversations to lay the foundations for a positive and productive 5. Mentor- Student relationship. 6. Explanation of Exam Regulations. 7. Teambuilding activities to transform a new Class into a cohesive & cooperative group. 8. Social Activities with added value of bonding, group-forming and building cooperation. 9. Group Discussions on questions, concern, issues important to the student. 10. Student Progress Reports to proactively discuss and address the academic progress of the student (typically after Midterms). 11. Academic Results and Grades discussion (including handing out of the Student Transcripts)	• Each Student will posses the Knowledge, Skills and Attitudes required for Academic Success and Further Learning. • Group coaching will take place in the classroom. • Individual coaching will take place
HUM 31-252 2. Student Development PORTFOLIO (Independent Studies)	12. Situation Analysis & Previous Education 13. Resume (CV) & Practical Experience 14. Personal SWOT 15. Goal-setting: Personal, Education & Career 16. Personal Mission Statement 17. Skill Building (student works) & Reflections 18. Leadership Seminar Certificates & Reports / Reflections 19. Certificates for Social Lectures & Reports / Reflections 20. Community Project Certificate & Report / Reflection 21. Action Plan for Success	• Effective Learning requires a sense of ownership, an ability to reflect and change, and a pride in work produced. • The H & T Development Portfolio is a learning tool for students, containing a collection of works reflecting the student's learning process at H&T. Students are introduced to the process of reflection as they create a learning portfolio. Toward the end of each semester students participates in" Portfolio Reflection Day." • Faculty, Mentors and Counselors , function as coaches while the students work on their portfolios. Graduating students prepare their portfolios for the "Professional Review Day", when the Hospitality Industry is invited to view student portfolios as testament to acquired competencies, talents and potentials.

Unit	Hospitality & Tourism	
End qualification	**3 Associate of Science Degree Hospitality Management**	
Qualification	**31-2 Humanities**	
Subject	**HUM 33-255 Student Guidance 5**	**Contents and/or comments**
Component*:*	**MENTORING LIST**	
HUM 32-253 3: Youth Leadership Program	22. Developing Young Leaders 23. Character Building 24. Role Model Training 25. Social-Emotional Leaders 26. Peer Mentoring Program (Horizontal Mentoring: students helping students)	• Each Student will acquire the Knowledge, Skills and Attitudes to achieve their Personal Highest Potential. • Students are "part of the solution" • Students learn about Building Trust & positive Relationship • Teaches students Accountability & Responsibility for helping others • Acknowledging the value of the student, and his important role at school • Teaching students about positive peer pressure
HUM 32-254 4: Community Service	27. Teaching students to do Community work 28. Developing Responsible Community members 29. Inspiring young adults who care for their local and global Community 30. Teaching students to give back to the Community 31. Developing responsible young leaders	• Each Student will be a Responsible citizen by being well-informed and actively involved in his/her local and Global Community. • Certificate of Completion will be awarded to students at end of community projects. This will be included in their Portfolio • Planning for Community Service will take place in classroom and College Zaal and off campus for the actual Community work.
HUM 32-255 5: Guest Lectures on SOCIAL TOPICS	32. Teen Pregnancy 33. Drugs, Alcohol & Addiction 34. Eating Disorders 35. Sex Education & Sexual Risks 36. Physical and Emotional Abuse 37. Gangs and Violence 38. Depression 39. Other topics relevant to the student	• Each Student will posses the character to do what is right to act morally with wisdom, and balance individual Concerns with the rights and needs of others. • Providing students with relevant information on social topics and every day issues & challenges in their world and surroundings, both locally and globally, by providing on-campus lectures by professionals in this field. • Aiding student to make informed decisions and choices. • Certificate of Attendance will be awarded to students at end of each semester. This will be included in their Portfolio. • Lectures on Social Topics will take place in College Zaal.

Unit	Hospitality & Tourism	
End qualification	3 Associate of Science Degree Hospitality Management	
Qualification	31-2 Humanities	
Subject	HUM 33-255 Student Guidance 5	Contents and/or comments
Component:	MENTORING LIST	
HUM 32-256 6. Competencies	40. leadership 41. Flexible/adapting to change 42. Self awareness/Positive Self-image 43. Professionalism & Discipline 44. Community awareness 45. People Skills / Teamwork 46. Social & Interpersonal Skills 47. Ethics & Values 48. Problem-solving abilities 49. Creative Thinking & Initiative.	• Student Guidance to support the following Competencies.

Unit	Hospitality & Tourism	
End qualification	3 Associate of Science Degree Hospitality Management	
Qualification	31-2 Humanities	
Subject	**HUM 33-256 Student Guidance 6**	**Contents and/or comments**
Component:	**MENTORING LIST**	
HUM 31-251 1. Academics: Individual & Group Coaching and Guidance.	1. General Introduction to school services and facilities, rules & & regulations, and 2. use of the student handbook. 3. Ice-Breaker activities to create a safe and pleasant class atmosphere. 4. Individual Conversations to lay the foundations for a positive and productive 5. Mentor- Student relationship. 6. Explanation of Exam Regulations. 7. Teambuilding activities to transform a new Class into a cohesive & cooperative group. 8. Social Activities with added value of bonding, group-forming and building cooperation. 9. Group Discussions on questions, concern, issues important to the student. 10. Student Progress Reports to proactively discuss and address the academic progress of the student (typically after Midterms). 11. Academic Results and Grades discussion (including handing out of the Student Transcripts)	• Each Student will posses the Knowledge, Skills and Attitudes required for Academic Success and Further Learning. • Group coaching will take place in the classroom. • Individual coaching will take place
HUM 31-252 2. Student Development PORTFOLIO (Independent Studies)	12. Situation Analysis & Previous Education 13. Resume (CV) & Practical Experience 14. Personal SWOT 15. Goal-setting: Personal, Education & Career 16. Personal Mission Statement 17. Skill Building (student works) & Reflections 18. Leadership Seminar Certificates & Reports / Reflections 19. Certificates for Social Lectures & Reports / Reflections 20. Community Project Certificate & Report / Reflection 21. Action Plan for Success	• Effective Learning requires a sense of ownership, an ability to reflect and change, and a pride in work produced. • The H & T Development Portfolio is a learning tool for students, containing a collection of works reflecting the student's learning process at H&T. Students are introduced to the process of reflection as they create a learning portfolio. Toward the end of each semester students participates in" Portfolio Reflection Day." • Faculty, Mentors and Counselors , function as coaches while the students work on their portfolios. Graduating students prepare their portfolios for the "Professional Review Day", when the Hospitality Industry is invited to view student portfolios as testament to acquired competencies, talents and potentials.

Unit	Hospitality & Tourism	
End qualification	3 Associate of Science Degree Hospitality Management	
Qualification	31-2 Humanities	
Subject	HUM 33-256 Student Guidance 6	Contents and/or comments
Component:	MENTORING LIST	
HUM 32-253 3: Youth Leadership Program	22. Developing Young Leaders 23. Character Building 24. Role Model Training 25. Social-Emotional Leaders 26. Peer Mentoring Program (Horizontal Mentoring: students helping students)	• Each Student will acquire the Knowledge, Skills and Attitudes to achieve their Personal Highest Potential. • Students are "part of the solution" • Students learn about Building Trust & positive Relationship • Teaches students Accountability & Responsibility for helping others • Acknowledging the value of the student, and his important role at school • Teaching students about positive peer pressure
HUM 32-254 4: Community Service	27. Teaching students to do Community work 28. Developing Responsible Community members 29. Inspiring young adults who care for their local and global Community 30. Teaching students to give back to the Community 31. Developing responsible young leaders	• Each Student will be a Responsible citizen by being well-informed and actively involved in his/her local and Global Community. • Certificate of Completion will be awarded to students at end of community projects. This will be included in their Portfolio • Planning for Community Service will take place in classroom and College-Zaal and off campus for the actual Community work.
HUM 32-255 5: Guest-Lectures on SOCIAL TOPICS	32. Teen Pregnancy 33. Drugs, Alcohol & Addiction 34. Eating Disorders 35. Sex Education & Sexual Risks 36. Physical and Emotional Abuse 37. Gangs and Violence 38. Depression 39. Other topics relevant to the student	• Each Student will posses the character to do what is right to act morally with wisdom, and balance individual Concerns with the rights and needs of others. • Providing students with relevant information on social topics and every day issues & challenges in their world and surroundings, both locally and globally, by providing on-campus lectures by professionals in this field. • Aiding student to make informed decisions and choices. • Certificate of Attendance will be awarded to students at end of each semester. This will be included in their Portfolio. • Lectures on Social Topics will take place in College Zaal.

Unit	Hospitality & Tourism	
End qualification	3 Associate of Science Degree Hospitality Management	
Qualification	31-2 Humanities	
Subject	**HUM 33-256 Student Guidance 6**	**Contents and/or comments**
Component:	**MENTORING LIST**	
HUM 32-256 6. Competencies	40. leadership 41. Flexible/adapting to change 42. Self awareness/Positive Self-image 43. Professionalism & Discipline 44. Community awareness 45. People Skills / Teamwork 46. Social & Interpersonal Skills 47. Ethics & Values 48. Problem-solving abilities 49. Creative Thinking & Initiative.	• Student Guidance to support the following Competencies.

Unit	Hospitality & Tourism	
End qualification	3. Associate of Science Degree Hospitality Management	
Qualification	33-2 Humanities	
Subject	HUM 33-257 Career Counseling I	Contents and/or comments
Hum 33-257	COUNSELING LIST	
1. General.	1. Academic Results and Grades discussion (including handing out of the Student Transcripts)	• Each Student will posses the Knowledge, Skills and Attitudes required for Academic Success and Further Learning.
2. Student Development PORTFOLIO (Independent Studies).	2. Situation Analysis & Previous Education 3. Resume (CV) & Practical Experience 4. Personal SWOT 5. Goal-setting: Personal, Education & Career 6. Action Plan for Success	• Effective Learning requires a sense of ownership, an ability to reflect and change, and a pride in work produced. • Graduating students prepare their portfolios for the "Professional Review Day", when the Hospitality Industry is invited to view student portfolios as testament to acquired competencies, talents and potentials.
3. Youth Leadership Program.	7. Developing Young Leaders 8. Character Building	• Each Student will acquire the Knowledge, Skills and Attitudes to achieve their Personal Highest Potential. • Each Student will be a Responsible citizen by being well-informed and actively involved in his/her local and Global Community. • Each Student will posses the character to do what is right to act morally with wisdom, and balance individual Concerns with the rights and needs of others.
4. Hospitality Management Competency Matrix Competencies	The student should possess the following: 9. Acting in an Ethical manner 10. Professional Appearance & Poise 11. Directing / Supervising the work of Others 12. Consistent Service Quality and work standards 13. Effective Communications with Employee 14. Effective Communications with Guests 15. Managing Guest problems with Understanding and Sensitivity 16. Forecasting Future Trends	

Unit	Hospitality & Tourism	
End qualification	3. Associate of Science Degree Hospitality Management	
Qualification	33-2 Humanities	
Subject	HUM 33-257 Career Counseling I	Contents and/or comments
Hum 33-257	**COUNSELING LIST**	

4. Hospitality Management
   Competency Matrix
   Competencies
   (continue)
	Hospitality Management Competency Matrix
	17. Positive Customer Relations
	18. Decision-making under pressure / crisis
	19. Financial Analysis techniques
	20. Analyzing factors that influence Profitability
	21. Identifying and defining Operational Problems
	22. Working Knowledge of Product-Service
	23. Adapting to Change
	24. Identifying/ Defining Guest Relations problems
	25. Recognizing and solving Customer Problems
	26. Enhancing Social and Interpersonal
	27. Relationships with Employees
	28. Developing Innovative ways to work
	29. Selecting and assigning personnel
	30. Taking Job Enlargement chances
	31. Building models / Creative Thinking	

5. Competencies helping Hosp.
   Mgt. graduate succeed in the
   Industry:
	The student should understand the value of the following:
	32. Leadership
	33. Decision-making
	34. Diplomacy
	35. Personnel Mgt.
	36. Adapting to Change
	37. Interpersonal Skills
	38. Ethical Standards
	39. Guest Relations
	40. Providing quality service
	41. Creative-thinking ability
	42. Problem-analytical ability
	43. Human Relations Skills
	44. Financial Skills
	45. Oral & Written Comm.
	46. Computer/ Technical Skills	

Unit	Hospitality & Tourism	
End qualification	3. Associate of Science Degree Hospitality Management	
Qualification	33-2 Humanities	
Subject	HUM 33-258 Career Counseling 2	Contents and/or comments
Hum 33-258	COUNSELING LIST	
1. General.	1. Academic Results and Grades discussion (including handing out of the Student Transcripts)	• Each Student will posses the Knowledge, Skills and Attitudes required for Academic Success and Further Learning.
2. Student Development PORTFOLIO (Independent Studies).	2. Situation Analysis & Previous Education 3. Resume (CV) & Practical Experience 4. Personal SWOT 5. Goal-setting: Personal, Education & Career 6. Action Plan for Success	• Effective Learning requires a sense of ownership, an ability to reflect and change, and a pride in work produced. • . Graduating students prepare their portfolios for the "Professional Review Day", when the Hospitality Industry is invited to view student portfolios as testament to acquired competencies, talents and potentials.
3. Youth Leadership Program.	7. Developing Young Leaders 8. Character Building	• Each Student will acquire the Knowledge, Skills and Attitudes to achieve their Personal Highest Potential. • Each Student will be a Responsible citizen by being well-informed and actively involved in his/her local and Global Community. • Each Student will posses the character to do what is right to act morally with wisdom, and balance individual Concerns with the rights and needs of others.
4. Hospitality Management Competency Matrix Competencies	The student should possess the following: 9. Acting in an Ethical manner 10. Professional Appearance & Poise 11. Directing / Supervising the work of Others 12. Consistent Service Quality and work standards 13. Effective Communications with Employee 14. Effective Communications with Guests 15. Managing Guest problems with Understanding and Sensitivity 16. Forecasting Future Trends	

Unit	Hospitality & Tourism	
End qualification	3. Associate of Science Degree Hospitality Management	
Qualification	33-2 Humanities	
Subject	**HUM 33-258 Career Counseling 2**	**Contents and/or comments**
Hum 33-258	**COUNSELING LIST**	

4. Hospitality Management
   Competency Matrix
   Competencies
(continue)
	Hospitality Management Competency Matrix
	17. Positive Customer Relations
	18. Decision-making under pressure / crisis
	19. Financial Analysis techniques
	20. Analyzing factors that influence Profitability
	21. Identifying and defining Operational Problems
	22. Working Knowledge of Product-Service
	23. Adapting to Change
	24. Identifying/ Defining Guest Relations problems
	25. Recognizing and solving Customer Problems
	26. Enhancing Social and Interpersonal
	27. Relationships with Employees
	28. Developing Innovative ways to work
	29. Selecting and assigning personnel
	30. Taking Job Enlargement chances
	31. Building models / Creative Thinking	

5. Competencies helping Hosp.
   Mgt. graduate succeed in the
   Industry:
	The student should understand the value of the following:
	32. Leadership
	33. Decision-making
	34. Diplomacy
	35. Personnel Mgt.
	36. Adapting to Change
	37. Interpersonal Skills
	38. Ethical Standards
	39. Guest Relations
	40. Providing quality service
	41. Creative-thinking ability
	42. Problem-analytical ability
	43. Human Relations Skills
	44. Financial Skills
	45. Oral & Written Comm.
	46. Computer/ Technical Skills	

Unit	Hospitality & Tourism	
End qualification	3 Associate of Science Degree Hospitality Management	
Qualification	31-2 Humanities	
Subject	**PFD 31-212 Professional Development I**	**Contents and/or comments**
PFD 31-212	The student must be able to:	
1. Professional Development I	1.1 recognize the different learning Styles 1.2 recognize the different study Skills	
	1.3 explain the SWOT Analysis	SWOT Analysis: Analyze strengths and weaknesses using a four box grid.
	1.4 create Vision, Mission & Goal-setting	Values and beliefs, ethics and value system
	1.5 display Hospitality Attitude	Friendly Outgoing Balanced Caring Professional Personality
	1.6 Display Motivation & Performance	Portfolio will be the benchmark applicable in this situation
	1.7 apply Stress Management 1.8 apply Anger Management, Problem-solving & Negotiating Skills	Aware of stress management techniques. Seminars and presentations from different organizations in Aruba will be used.

Unit	Hospitality & Tourism	
End qualification	3 Associate of Science Degree Hospitality Management	
Qualification	31-2 Humanities	
Subject	PFD 31-214 Professional Development II	Contents and/or comments
PFD 31-214	The student must be able to:	
2. Professional Development II	2.1 recognize Change Management.	A portrait method of the student will be developed. (Before and After)
	2.2 apply Time Management.	The creation and the use of an agenda will be followed
	2.3 conduct Successful meetings.	Agenda, timekeeping, minutes and recordkeeping will be discussed.
	2.4 show Ethical Interaction awareness.	Roleplay
	2.5 apply Effective Teamwork / Coaching & Guidance of others at work.	Teamwork and a group project
	2.6 setup and apply Resume / Job Application / Interviewing Techniques.	Resume will be created and the use of internet tools will be shown
	2.7 show Professional Appearance.	"IT"

Unit	Hospitality & Tourism	
End qualification	3 Associate of Science Degree Hospitality Management	
Qualification	31-2 Humanities	
Subject	PSV 31-211 Personal Development 1	Contents and/or comments
PSV 31-211	The student must be able to:	
1. Self-awareness	1.1 become aware of one's positive and less positive qualities; 1.2 to define the terms: self-concept and self-esteem; 1.3 determine his/her personal strengths and limitations; 1.4 distinguish the difference between self-image and conceit. 1.5 discuss strategies to improve self-esteem; 1.6 be aware of the different perspectives on how we develop our personal self-esteem;	SWOT analysis: analyze strengths and weaknesses;
2. Personal Values and beliefs	2.1 define the term values and beliefs; 2.2 distinguish the difference between values and ethics; 2.3 explain how understanding their values can help him/her as a leader; 2.4 list examples of how one's values may be challenged; 2.5 become aware of how one forms their values system; 2.6 develop a vision of who they are as individuals; 2.7 recognize how being true to their beliefs system can influence their character; 2.8 examine the relationship between values and behaviors; 2.9 develop confidence in their ability to make their own choices; 2.10 look to his/her own values as guideposts for their choices and actions;	Values and beliefs, ethics, value system.
3. Building Character	3.1 define the term "character"; 3.2 evaluate how to build character; 3.3 describe what it means to have and maintain integrity; 3.4 define the term "principles"; 3.5 describe and list examples of the various values: trustworthy, respect, fairness, justice, honesty, caring, responsibility, loyalty etc.	Character, principles, trustworthy, respect, fairness, justice, honesty, caring, responsibility, loyalty.
4. Personal Mission and Vision	4.1 describe the importance of having a personal vision and mission; 4.2 create a personal mission statement; 4.3 define the term "visionary statement". 4.4 give examples of personal mission and vision statement.	Mission and vision statement; Visionary statement.

Unit	Hospitality & Tourism	
End qualification	**3 Associate of Science Degree Hospitality Management**	
Qualification	**31-2 Humanities**	
Subject	**PSV 31-211 Personal Development 1**	**Contents and/or comments**
PSV 31-211	The student must be able to:	
5. Sexual Development	5.1 define sexuality as more than genital sex; 5.2 discuss what human sexuality is and how it affects our behavior; 5.3 review how male and female bodies develop and change during puberty; 5.4 discuss how feelings change during sexual development; 5.5 review how reproduction occurs; 5.6 suggest how to care for reproductive organs; 5.7 review and dispel myths about sexuality;	
6. Sexual Risks	identify sexual behaviors that put one at risk for pregnancy and STD's, including HIV/Aids; learn that the risks of unwanted pregnancy and STD's are very real and should be taken seriously; correct misinformation about unprotected sexual intercourse and its consequences; describe basic facts about STD's/HIV infection; identify contraceptive methods that reduce the risk of pregnancy and STD infection; practice skills needed to avoid sexual risk-taking; learn ways to prevent being pressured into choices about sex that they are comfortable with;	STD's and HIV infection.
7. Communication:	7.1 define the term: "communication" 7.2 describe the purpose of communication; 7.3 list the types of communication; 7.4 describe the communication process; 7.5 indicate the requirements of successful communication; 7.6 recognize and list ways to overcome communication anxiety; 7.7 list and describe common barriers to effective communication and ways to overcome them; 2.8 mention the parts of the communication model; 2.9 identify and demonstrate using the various forms of communication; 2.10 compare the relationship between communication and leadership;	The communication process; The communication model, types of communication, barriers to communication.

Unit	Hospitality & Tourism	
End qualification	3 Associate of Science Degree Hospitality Management	
Qualification	31-2 Humanities	
Subject	PSV 31-211 Personal Development 1	Contents and/or comments
PSV 31-211	The student must be able to:	
8. Group Dynamics	8.1 explain the elements of group dynamics; 8.2 distinguish how groups are organized; 8.3 explain how an open atmosphere is essential to a successful group and how an open atmosphere can be created; 8.4 define the term: Code of Conduct and list items that may be included; 8.5 recognize why diversity in a group is necessary and an asset; 8.6 analyze why difference of opinion in groups is constructive; 8.7 identify ways to help the group deal with change. 8.8 note the effect of morale levels on groups; 8.9 identify ways of assessing group effectiveness;	Group structure, goals, teamwork; Team building; group rules and use of power, decision-making. Group diversity, morale levels in teams, Team effectiveness.
9. Conflict Management	9.1 describe the term "conflict" and list examples; 9.2 identify sources of conflict; 9.3 identify ways to prevent personal conflict before they arise; 9.4 define the term "tolerance" and list examples; 9.5 define the term: conflict resolution; 9.6 discuss ways to manage conflict within a team or group; 9.7 describe the different methods of conflict resolution; 9.8 explain how all forms of communication (verbal and non-verbal) can either help or hinder conflict resolution; 9.9 identify the different styles of conflict management and be able to pinpoint their own particular style of conflict management; 9.10 note the cultural and gender differences in dealing with conflict; 9.11 recognize that there are some situations when conflicts can't be resolved.	Conflict resolution; Tolerance. Conflict resolution; Verbal and non-verbal communication;

Unit	Hospitality & Tourism	
End qualification	3 **Associate of Science Degree Hospitality Management**	
Qualification	**31-2 Humanities**	
Subject	**PSV 31-213 Personal Development 2**	**Contents and/or comments**
PSV 31-213	The student must be able to:	
1. Relationship with others.	1.1 identify the different types of relationship; 1.2 list ways you can earn trust within a relationship; 1.3 define the term empathy and why it is important to demonstrate empathy; 1.4 describe techniques for encouraging others; 1.5 discuss which behaviors can enhance or destroy a relationship; 1.6 observe the nature of family relationship and what influences them;	Different types of relationship; Empathy.
2. Goal setting and achievement.	2.1 learn what goal setting is; 2.2 examine why it is important to set goals; 2.3 realize the benefits of setting goals and committing to them; 2.4 list and describe what short and long term goals are and the difference between them; 2.5 describe the difference between personal, professional and interpersonal goals; 2.6 explain that goals have to be specific and realistic; 2.7 develop a willingness to risk failure in order to pursue higher goals; 2.8 adopt an attitude of learning from failures and disappointments; 2.9 learn techniques for goal setting; 2.10 discuss techniques on staying focused on your goals; 2.11 mention the process of evaluating your accomplished goals; 2.12 put together a vision board with life plans;	
3. Health.	3.1 define the term: "health" and all its components; 3.2 identify risks to personal health; 3.3 review the elements of a nutritious diet; 3.4 define eating disorders such as anorexia, bulimia and obesity; 3.5 learn accurate information on tobacco, alcohol and drugs and their effect on health; 3.6 define the term "depression" and what does it do to the person; 3.7 describe the various ways of coping with depression; 3.8 identify signs of depression and suicide and practice making appropriate responses to a depressed friend; 3.9 explain the essence of good nutrition; explain the essence of good nutrition; 3.10 explain the essence of daily exercise;	Halth, depression, food and nutrition; anorexia, bulimia and obesity; Essence of good nutrition; Body image and self-esteem;

Unit	Hospitality & Tourism	
End qualification	3 Associate of Science Degree Hospitality Management	
Qualification	31-2 Humanities	
Subject	PSV 31-213 Personal Development 2	Contents and/or comments
PSV 31-213	The student must be able to:	
3. Health. (continue)	3.11 list ways to live a healthier life; 3.12 define the term: "body image" and "self-esteem" and what could be the causes of low self-esteem and high self-esteem; 3.13 explain how his/her self-esteem can affect his/her life; 3.14 explain how outside factors can influence his/her self-perception and body image; 3.15 recognize the relationship between his/her self-esteem and the kinds of choices he/she makes; 3.16 become aware of many things people do (including him or herself) that either enhance or undermine their self-esteem; 3.17 develop ways to enhance his/her self-esteem; become sensitized to the ways he/she can affect the self-esteem of others;	
4. Addiction: Alcohol and drug awareness:	4.1 define the term "addiction" 4.2 identify the various forms of addiction; 4.3 explain what addiction does to the family unit; 4.4 describe the term co-dependency and what co-dependency behavior is; 4.5 explain what intervention is and how it helps the addict; 4.6 illustrate examples of codependency behavior; 4.7 define the terms alcohol and alcoholism; 4.8 describe what it does to the body; 4.9 recognize reasons why young adults are drinking; 4.10 explain why drinking alcoholic beverages is not only bad for your health and other consequences but also illegal; 4.11 practice ways to avoid drinking alcohol; 4.12 define the term "drug addiction" 4.13 describe the various types of drugs and their effects and dangers; 4.14 describe the addictiveness of the drugs; 4.15 recognize the harmful consequences of alcohol and drug use; 4.16 practice ways to resist negative pressure into using drugs	Habit – Abuse – Addiction. Addictions: drugs, gambling, alcohol, exercising, shopping; computer games, sex etc. Co-dependency; intervention; Alcohol, alcoholism and alcohol poisoning; Drug addiction and effects and dangers of drugs. Marijuana, Cocaine, Heroine, GHB, ecstacy etc
5. Community awareness.	5.1 define the term: "community" 5.2 identify the people that make up a community; 5.3 explore the positive and negative elements in a community; 5.4 identify rights and responsibilities of a community member; 5.5 learn what social responsibility is; 5.6 identify the benefits of good citizenship;	Community, good citizenship, social responsibilities.

Unit	Hospitality & Tourism	
End qualification	3 Associate of Science Degree Hospitality Management	
Qualification	31-2 Humanities	
Subject	PSV 31-213 Personal Development 2	Contents and/or comments
PSV 31-213	The student must be able to:	
6. Community Service.	6.1 define the term "community service" 6.2 define the term "volunteerism" 6.3 describe the importance and benefits of providing service to others; 6.4 identify service organizations in Aruba; 6.5 pay a visit to a service organization and interview employees about service leadership work, learn ways to become involved in providing service to others without pay: volunteer work; 6.6 learn the benefits of community service; 6.7 describe what it means to be a good citizen;	Community service; Volunteerism;
7. The multicultural community.	7.1 define the term "multi-culture"; 7.2 describe the different cultures in Aruba; 7.3 define the term tolerance and discrimination and list examples;	Multi-culture; tolerance; Discrimination.
8. Violence.	8.1 define the term "violence"; 8.2 explain when and where violent acts are likely to occur; 8.3 distinguish the differences between anger and violence; 8.4 explain that angry feelings do not have to result in violent behavior; 8.5 learn not to tolerate violence; 8.6 learn that violence is a choice, not an inevitability, and that he/she has the power to avoid it in most cases; 8.7 practice ways of dealing with anger; 8.8 define the term gang and gang-violence; 8.9 practice ways to avoid gangs; 8.10 discuss date rape and the right to say no to violence;	Anger management, gang and gang violence; date rape.

Unit	Hospitality & Tourism	
End qualification	3 Associate of Science Degree Hospitality Management	
Qualification	31-2 Humanities	
Subject	PUB 32-221 Public Speaking (Strategies for Communication Excellence)	Contents and/or comments
PUB 32-221	The student is able to:	
1 Dynamic Public Speaking Skills	1.1 connect with the audience.	• focus on the presentation: Body, • Language, and Voice. • put together the ideal public speaking presentation throughout the entire standing.
	1.2 personalize the presentation with his/her own unique style.	• present a great public speaking presentation fearlessly, but with confidence. • deliver him/herself as a pro even if it is his/her first public speaking presentation ever.
	1.3 be a speaker with energy and with an enjoyable message that will grab the attention. 1.4 MOVE! Movements are completely natural, but are also very controlled and are used to emphasize key points, mesmerize audiences and control the rhythm of the presentation.	• share a content packed message from your heart that will excite the listeners. • speak from understanding
	1.5 convey an image of truthfulness and trustworthiness.	
	1.6 stay focused without getting sidetracked. 1.7 prepare a dynamic presentation in the allotted time frame. 1.8 discover belonging and find acceptance as a speaker. 1.9 do more than just get through the talk, take it one step further, Get Good! 1.10 investigate, analyze, and evaluate a subject related to the hospitality field accurately for a presentation.	• present basic types of speeches: informative, persuasive , and entertaining.
	1.11 take risks, change in attitude, learn the specific presentation skills necessary and become a dynamic speaker	

Areas of Education

Area 3
Sciences

Unit	Hospitality & Tourism	
End qualification	3 Associate of Science Degree Hospitality Management	
Qualification	31-3 Sciences	
Subject	ALG 31-311 College Algebra 1	Contents and/or comments
ALG 31 - 311	The student must be able to:	
1.Basic Algebraic skills	1.1 add, subtract, multiply and divide real numbers	Variables, expressions, properties, including :
	1.2 solve problems using percentages	• commutative,
	1.3 use a scientific calculator	• associative, • identity,
	1.4 use variables	• equality, • and distributive properties,
	1.5 evaluate, simplify and write algebraic expressions	• terms, • real numbers,
	1.6 apply the properties of real numbers	• pattern, • monomials/ binomial/
	1.7 use a counter example to show that an insertion is false	• trinomials, polynomials, • exponent, inverse,
	1.8 find square roots	• FOIL (First term, Outer terms, Inner term, and Last term),
	1.9 classify and order real numbers	• like terms, • factoring
	1.10 recognize arithmetic sequences	• simplify,
	1.11 recognize patterns	• evaluate, • patterns,
	1.12 translate verbal sentences into equations	• proportions,
	1.13 translate equations into verbal sentences	• greatest common factors, • rate of change,
	1.14 solve equations using addition, subtraction, multiplication, and division.	• graph, absolute value, • square, square root,
	1.15 solve problems by working backwards	• product property of square roots,
	1.16 solve equations involving more than one operations	

Unit	Hospitality & Tourism	
End qualification	3 Associate of Science Degree Hospitality Management	
Qualification	31-3 Sciences	
Subject	ALG 31-311 College Algebra 1	Contents and/or comments
ALG 31 - 311	The student must be able to:	
1.Basic Algebraic skills (continue)	1.17 solve equations with one variable on each side	
	1.18 sole equations involving grouping symbols	
	1.19 solve proportions	
	1.20 simplify expressions involving the quotient of monomials	
	1.21 simplify expressions containing negative exponents	
	1.22 find the degree of a polynomial	
	1.23 arrange the terms of a polynomial in ascending or descending order	
	1.24 add and subtract polynomial	
	1.25 find the product of a monomial and a polynomial	
	1.26 multiply two binomials by using the FOIL-method	
	1.27 multiply two polynomials by using the distributive property	
	1.28 find prime factorizations of integers and monomials	
	1.29 find the greatest common factors of integers and monomials	
	1.30 factor polynomials by using the distributive property	
	1.31 interpret and draw graph of function	
	1.32 use problem solving strategies	
2. Linear equations, linear inequality, and their functions	2.1 use rate of change to solve problems	• Table,
	2.2 find the slope of a line	• graph, • mapping,

Unit	**Hospitality & Tourism**	
End qualification	**3 Associate of Science Degree Hospitality Management**	
Qualification	**31-3 Sciences**	
Subject	**ALG 31-311 College Algebra 1**	**Contents and/or comments**
ALG 31 - 311	The student must be able to:	
2. Linear equations, linear inequality, and their functions (continue)	2.3 write and graph linear equations in slope-intercept form	• ordered pairs, • standard form, • slope, • correlation, • parallel, • perpendicular, • solutions, • substitution, • elimination, • systems, • inequalities, • standard form, • scatter plot, • intercept, • systems of equations, • coefficient, • intersection, • union, • boundary.
	2.4 model real-world data with an equation in slope-intercept form	
	2.5 write an equation of a line given the slope and one point on a line	
	2.6 write an equation of a line given two points on a line	
	2.7 write an equation of a line in point-slope form	
	2.8 write linear equations in standard form	
	2.9 interpret points on a scatter plot	
	2.10 represent relations as sets of ordered pairs, table, mapping, and graph	
	2.11 find the inverse of an relation	
	2.12 determine whether a relation is a function	
	2.13 find function values	
	2.14 determine whether an equation is linear	
	2.15 graph linear equation	
	2.16 recognize arithmetic sequences	

Unit	Hospitality & Tourism	
End qualification	3 Associate of Science Degree Hospitality Management	
Qualification	31-3 Sciences	
Subject	ALG 31-311 College Algebra 1	Contents and/or comments
ALG 31 - 311	The student must be able to:	
2. Linear equations, linear inequality, and their functions (continue)	2.17 extend and write formulas for arithmetic sequences	
	2.18 look for a pattern	
	2.19 write an equation given some of the solutions	
	2.20 write an equation of the line that passes through a given point, parallel to a given line	
	2.21 write an equation of the line that passes through a given point perpendicular to a given line	
	2.22 determine whether a system of linear equations has 0, 1, or infinitely many solutions	
	2.23 solve systems of equations by graphing	
	2,24 solve systems of equations by using substitution	
	2.25 solve real-world problems involving systems of equations	
	2.26 solve systems of equations by using eliminations with addition, or subtraction, or multiplication.	
	2.27 solve real-world problems involving systems of equations	
	2.28 determine the best method for solving systems of equations	
	2.29 solve linear inequalities by using addition, or subtraction, or multiplication, or division.	
	2.30 solve linear inequalities involving more than one operation	

Unit	Hospitality & Tourism	
End qualification	3 Associate of Science Degree Hospitality Management	
Qualification	31-3 Sciences	
Subject	ALG 31-311 College Algebra 1	Contents and/or comments
ALG 31 - 311	The student must be able to:	
2. Linear equations, linear inequality, and their functions (continue)	2.31 solve linear inequalities involving distributive property	
	2.32 solve compound inequalities	
	2.33 solve open sentences involving absolute value	
	2.34 solve inequalities involving absolute value	
	2.35 graph inequalities in two variables	
	2.36 graph systems of inequalities	
	2.37 solve real-world problems involving systems of inequalities	

Unit	Hospitality & Tourism	
End qualification	3 Associate of Science Degree Hospitality Management	
Qualification	31-3 Sciences	
Subject	ALG 31-312 College Algebra 2	Contents and/or comments
ALG 31-312	The student must be able to:	
1 Quadratic equations and functions	1.1 solve quadratic equations of the form $ax^2 + bx = 0$	• parabola, • vertex, • quadratic equations
	1.2 factor trinomials of the form $x^2 + bx + c$	
	1.3 solve equations of the form $x^2 + bx + c = 0$	
	1.4 factor trinomials of the form $ax^2 + bx + c$	
	1.5 solve equations of the form $ax^2 + bx + c = 0$	
	1.6 graph quadratic functions by graphing, by completing the square, by using quadratic formula	
2. Other Non linear equations and functions	2.1 graph exponential functions	• exponential functions, • growth and decay, • radical expression/equation, • radicand, • inverse variation, • rational expressions/ equations
	2.2 solve problems involving exponential growth and decay	
	2.3 simplify radical expressions/ equations	
	2.4 add, subtract, and multiply radical expressions	
	2.5 solve radical expressions	
	2.6 graph inverse variation	
	2.7 solve problems involving inverse variation	
	2.8 simplify rational expressions	

Unit	Hospitality & Tourism	
End qualification	**3 Associate of Science Degree Hospitality Management**	
Qualification	**31-3 Sciences**	
Subject	**ALG 31-312 College Algebra 2**	**Contents and/or comments**
ALG 31-312	The student must be able to:	
3. Statistics & Probability	3.1 identify various sampling techniques	• sample, population, census,
	3.2 recognize a biased sample	• biased sample, tree diagram,
	3.3 count outcomes using a tree diagram, and the fundamental counting principle	• sample space, event,
	3.4 determine probabilities using combinations and permutations	• permutations, combinations,
	3.5 find the probability of two independent or dependent events	• compound event, • independent events, • dependent events,
	3.6 find the probability of two mutually exclusive events or inclusive events	• probability distribution, • scatter plots, lines of fit,
	3.7 use random variable to compute probability	• correlations
	3.8 use probability distributions to solve real-world predictions	
	3.9 interpret points on a scatter plot	
	3.10 write equations for lines to fit	
4. Solve real-world problems	4.1 model real-world data with an equation in slope-intercept form	• determine the best method to solve.
	4.2 use formulas to solve real-world problems	• strategies: look for a pattern, make a table list, work backwards, guess and check, act in out, solve a simpler
	4.3 solve mixture problems and uniform motion problems	problem, draw a diagram, make an organized list, make a model
	4.4 solve real-world problems involving systems of equations	

Unit	Hospitality & Tourism	
End qualification	3 Associate of Science Degree Hospitality Management	
Qualification	31-3 Sciences	
Subject	ALG 31-312 College Algebra 2	Contents and/or comments
ALG 31-312	The student must be able to:	
4. Solve real-world problems (continue)	4.5 solve real-world problems involving systems of inequalities	
	4.6 solve problems involving exponential growth and decay	
	4.7 solve problems involving inverse variation	
	4.8 use problem solving strategies	
	4.9 use probability distributions to solve real-world predictions	
	4.10 model real-world data with an equation in slope-intercept form	

Unit	Hospitality & Tourism	
End qualification	**3 Associate of Science Degree Hospitality Management**	
Qualification	**32-3 Sciences**	
Subject	**ALG 32-313 College Algebra for Managers**	**Contents and/or comments**
ALG 32-313	The students will be able to:	
1. Basic Algebra	1.1 define: naturals, wholes, integers, rationals, irrationals, and reals	• real numbers, natural numbers, 40. whole numbers, integers,
	1.2 work with properties of real numbers	• rational numbers, irrational numbers,
	1.3 add, subtract, multiply and divide real numbers	• properties (including: commutative, associative, distributive, Identity),
	1.4 use a scientific calculator	• evaluate, simplify,
	1.5 use variables	• polynomials, exponents, • absolute value,
	1.6 evaluate, simplify and write algebraic expressions	• square roots, • logarithms, • variables, expressions, properties:
	1.7 apply the properties of real numbers	including commutative, • associative, identity, equality,
	1.8 use a counter example to show that an insertion is false	• and distributive properties, • terms, real numbers,
	1.9 find square roots	• monomials, binomials, trinomials, polynomials, • exponent, inverse,
	1.10 classify and order real numbers	• FOIL (First term, Outer terms, Inner term, and Last term),
	1.11 translate verbal sentences into equations	• like terms, factoring, simplify, • evaluate, patterns,
	1.12 translate equations into verbal sentences	• greatest common factors, • rate of change, graph,
	1.13 solve equations using addition, subtraction, multiplication, and division.	• absolute value, • square, square root, • product property of square roots.
	1.14 solve equations involving more than one operations	

Unit	Hospitality & Tourism	
End qualification	3 Associate of Science Degree Hospitality Management	
Qualification	32-3 Sciences	
Subject	ALG 32-313 College Algebra for Managers	Contents and/or comments
ALG 32-313	The students will be able to:	
1. Basic Algebra (continue)	1.15 solve equations with one variable on each side	
	1.16 solve equations involving grouping symbols	
	1.17 simplify expressions involving the quotient of monomials	
	1.18 simplify expressions containing negative exponents	
	1.19 find the degree of a polynomial	
	1.20 arrange the terms of a polynomial in ascending or descending order	
	1.21 add and subtract polynomial	
	1.22 find the product of a monomial and a polynomial	
	1.23 multiply two binomials by using the FOIL-method	
	1.24 multiply two polynomials by using the distributive property	
	1.25 find prime factorizations of integers and monomials	
	1.26 find the greatest common factors of integers and monomials	
	1.27 factor polynomials by using the distributive property	
	1.28 define polynomials	
	1.29 perform operations on polynomials	

Unit	Hospitality & Tourism	
End qualification	**3 Associate of Science Degree Hospitality Management**	
Qualification	**32-3 Sciences**	
Subject	**ALG 32-313 College Algebra for Managers**	**Contents and/or comments**
ALG 32-313	The students will be able to:	
1. Basic Algebra (continue)	1.30 factor a polynomial	
	1.31 evaluate square roots	
	1.32 define the number e	
	1.33 use the laws of exponents	
	1.34 calculate absolute value	
	1.35 evaluate numerical expressions	
	1.36 use exponents	
	1.37 use radicals	
	1.38 use Logarithms	
	1.39 interpret and draw graph of function	
2. Linear equations	2.1 graph linear equations	• linear equation, • general form, • vertical line, horizontal line, • intercepts, slope of a line, • point-slope form of a line, • slope- intercept form of equation of a line, • coincident, • parallel, • intersecting, • perpendicular, • break-even point,
	2.2 calculate and interpret the slope of a line	
	2.3 graph a line given a point on the line and the slope	
	2.4 use the point-slope form of a line	
	2.5 find the equation of a line given two points	

Unit	Hospitality & Tourism	
End qualification	**3 Associate of Science Degree Hospitality Management**	
Qualification	**32-3 Sciences**	
Subject	**ALG 32-313 College Algebra for Managers**	**Contents and/or comments**
ALG 32-313	The students will be able to:	
2. Linear equations (continue)	2.6 use the slope-intercept form of a line	
	2.7 show that two lines are coincident	
	2.8 show that two lines are parallel	
	2.9 show that two lines intersect	
	2.10 find the point of intersection of two intersecting lines	
	2.11 show that two lines are perpendicular	
	2.12 plot points in the Cartesian plane	
	2.13 graph equations by point plotting	
	2.14 determine if a graph has symmetry	
	2.15 graph lines	
	2.16 determine equations of lines	
	2.17 interpret points on a scatter plot	
	2.18 use lines of fit to make and evaluate predictions	
	2.19 find the regression equation	

Unit	Hospitality & Tourism	
End qualification	**3 Associate of Science Degree Hospitality Management**	
Qualification	**32-3 Sciences**	
Subject	**ALG 32-313 College Algebra for Managers**	**Contents and/or comments**
ALG 32-313	The students will be able to:	
3. Systems of Linear Equations	3.1 solve systems of equations containing two variables by substitution	• Substitution, • elimination, • system of linear equations, • matrix, • augmented matrix, • row operations, • row echelon form.
	3.2 solve systems of equations containing two variables by eliminations	
	3.3 identify inconsistent systems of equations containing two variables	
	3.4 express the solutions of a system of dependent equations	
	3.5 write the augmented matrix of a system of linear equations	
	3.6 write the system from the augmented matrix	
	3.7 perform row operation on a matrix	
	3.8 solve systems of linear equations using matrices	
4. Quadratic Equations	4.1 find the equation of a parabola	• Quadratic equations, • standard form, • the square root method, • completing the square, • quadratic formula, • solving a quadratic equation, • discriminant of a quadratic equation.
	4.2 solve quadratic equations by factoring	
	4.3 solve quadratic equations by completing the square	
	4.4 solve quadratic equations by using the quadratic formula	
5. Graphs and their functions	5.1 find the value of a function	• Function, domain, range, • function notation, • dependent and independent variable,
	5.2 find the domain and range of a function	

Unit	Hospitality & Tourism	
End qualification	**3 Associate of Science Degree Hospitality Management**	
Qualification	**32-3 Sciences**	
Subject	**ALG 32-313 College Algebra for Managers**	**Contents and/or comments**
ALG 32-313	The students will be able to:	
5. Graphs and their functions (continue)	5.3 identify the graph of a function	• graphs, plotting points, • symmetry, properties of function, • increasing, decreasing, constant, • vertex, minimum, maximum, • horizontal and vertical shifts, • vertex, quadratic function, • polynomial function, • linear function, • constant function, • identity function, • quadratic function, • cube function, square root function, cube root function, • reciprocal function, • rational function, • exponential function, • logarithmic function, • Piecewise-defined function.
	5.4 obtain information from or about the graph of a function	
	5.5 use a graph to determine where a function is increasing, is decreasing, or is constant.	
	5.6 use a graph to locate local maxima and minima	
	5.7 graph functions using horizontal and vertical shifts	
	5.8 graph functions using reflections about the x-axis or y-axis	
	5.9 locate the vertex and axis of symmetry of a quadratic function	
	5.10 find the maximum or the minimum value of a quadratic function	
	5.11 use the maximum or the minimum value of a quadratic function to solve applied problems	
	5.12 find the average rate of change of a function.	
	5.13 identify polynomial functions and their degree	
	5.14 graph linear functions	
	5.15 graph constant functions	
	5.16 graph identity functions	
	5.17 graph square (quadratic) functions	

Unit	Hospitality & Tourism	
End qualification	**3 Associate of Science Degree Hospitality Management**	
Qualification	**32-3 Sciences**	
Subject	**ALG 32-313 College Algebra for Managers**	**Contents and/or comments**
ALG 32-313	The students will be able to:	
5. Graphs and their functions (continue)	5.18 graph cube functions	
	5.19 graph square root functions	
	5.20 graph cube root functions	
	5.21 graph reciprocal functions	
	5.22 graph absolute value functions	
	5.23 graph rational functions	
	5.24 graph exponential functions	
	5.25 graph logarithmic functions	
	5.26 analyze a piecewise-defined function	
6. Problem solving	6.1 obtain information from or about the graph of a function	Examples: Mixture Problems, Break-Even Point, Investment problem, Predictions, Financial Planning, Supply and Demand, Constructing a cost Function, Determine the cost, Constructing a Revenue Function, Maximizing Revenue, Demand equation, Exponential Growth and Decay, Formula from exponential probability, or Poisson probability. Regression line, Correlation, Curve fitting, estimated regression coefficients, the methods of least squares
	6.2 use a graph to determine where a function is increasing, is decreasing, or is constant	
	6.3 solve applied problems in which linear equations are used	
	6.4 solve applied problems involving functions	
	6.5 solve applied problems in involving quadratic functions	
	6.6 solve applied problems involving other non-linear functions	
	6.7 solve applied problems involving regression and correlation	

Unit	Hospitality & Tourism	
End qualification	**3 Associate of Science Degree Hospitality Management**	
Qualification	**33-3 Sciences**	
Subject	**STA 33 – 314 Statistics**	**Contents and/or comments**
STA 33 – 314	The student must be able to:	
1. Descriptive Statistics	1.1 explain the difference between descriptive statistics and statistical inference	• Data, • variable, continuous variable, • discrete variable, • population, sample, biased sample, • descriptive statistics or statistical inference, • parameters and statistics, • histogram, scatter diagram, bar chart, pie chart, • graph breaks in the scales of graph, the use of different scales, lines of fit, • positive correlation, negative correlation, • regression, median-fit lines, frequency table, stem and leaf display, • grouping data, range, class boundary, class mark, class interval, tally, frequency, • measures of central tendency (measures of location),
	1.2 identify continuous and discrete variables	
	1.3 explain the difference between samples and populations	
	1.4 explain the difference between parameters and statistics	
	1.5 obtain a simple random sample	
	1.6 identify sources of in a sample	
	1.7 choose a sample for a survey of a population	
	1.8 recognize a biased sample	
	1.9 construct frequency distribution of both numerical and categorical data	
	1.10 convert frequency distributions into percentage distributions	
	1.11 convert frequency distributions into cumulative distributions and percentage distribution into cumulative percentage distribution	

Unit	Hospitality & Tourism	
End qualification	**3 Associate of Science Degree Hospitality Management**	
Qualification	**33-3 Sciences**	
Subject	**STA 33 – 314 Statistics**	**Contents and/or comments**
STA 33 – 314	The student must be able to:	
1. Descriptive Statistics (continue)	1.12 construct stem-and-leaf displays	• measures of variations, lower class limit, upper class limit, midpoint,
	1.13 draw and interpret a bar graph	• measures of location, measures of variation,
	1.14 draw and interpret a pie chart	• the mean,
	1.15 draw and interpret a histogram	• the median, • mode,
	1.16 draw and interpret scatter diagrams	• range, standard deviation, • Chebyshev's theorem, variance,
	1.17 draw and interpret a line chart	• Quartile, box-and-whisker plot, • Standard units or z-score,
	1.18 draw and interpret a frequency polygon	• U-shaped distribution.
	1.19 draw a cumulative frequency distribution	
	1.20 recognize the use of breaks in the scales	
	1.21 recognize the use of different scales	
	1.22 determine the quartiles of a set of data.	
	1.23 determine the percentiles of a distribution.	
	1.24 draw a box-and-whisker plot.	
	1.25 analyze data in box-and-whisker plot.	

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Unit	Hospitality & Tourism	
End qualification	**3 Associate of Science Degree Hospitality Management**	
Qualification	**33-3 Sciences**	
Subject	**STA 33 – 314 Statistics**	**Contents and/or comments**
STA 33 – 314	The student must be able to:	
1. Descriptive Statistics (continue)	1.26 analyze a graph.	
	1.27 form a frequency table.	
	1.28 group data into class intervals.	
	1.29 determine the range of a set of data.	
	1.30 determine the mean of a set of data.	
	1.31 determine the median of a set of data.	
	1.32 identify the mode of a set of data.	
	1.33 choose the best measure of location (central tendency).	
	1.34 determine the standard deviation (or variance) for sample data.	
	1.35 determine the median for a grouped data.	
	1.36 determine the mean for a grouped data.	
	1.37 determine the standard deviation for a grouped data.	

Unit	Hospitality & Tourism	
End qualification	**3 Associate of Science Degree Hospitality Management**	
Qualification	**33-3 Sciences**	
Subject	**STA 33 – 314 Statistics**	**Contents and/or comments**
STA 33 – 314	The student must be able to:	
1. Descriptive Statistics (continue)	1.38 determine the median for a grouped data.	
	1.39 determine the class limits, class boundaries, class marks, and class interval of a numerical data.	
	1.40 explain Chebyshev's theorem.	
	1.41 describe the shape of a distribution as symmetrical or skewed, as bell shaped, as u shaped and so forth.	
	1.42 work with the Σ (summation) notation	
2. Probability	2.1 draw tree diagram to determine all alternatives that are possible in given situations.	• independent events and dependent events,
	2.2 count outcomes using a tree diagram.	• tree diagram,
	2.3 count outcomes using the Fundamental Counting Principle.	• possibilities, probabilities, compound events, outcome, odds,
	2.4 work with the factorial notation.	• Venn-diagram, sample space, fair game, union,
	2.5 determine probabilities using permutations.	• empty set, complement, intersection, Infinite sample space, mutually exclusive or inclusive,
	2.6 determine probabilities using combinations.	
	2.7 use the table of binomial coefficient.	
	2.8 explain what is meant by experiment, outcome, sample space, event, and mutually exclusive events.	
	2.9 construct compound events by forming unions, intersections, and complements.	

Unit	Hospitality & Tourism	
End qualification	3 Associate of Science Degree Hospitality Management	
Qualification	33-3 Sciences	
Subject	STA 33 – 314 Statistics	Contents and/or comments
STA 33 – 314	The student must be able to:	
2. Probability (continue)	2.10 picture events with the use of Venn-diagram.	• probability distribution, binomial distribution, hyper geometric distribution, normal distribution, • Poisson distribution mean, standard deviation, • random numbers, random sample, random variable.
	2.11 list, justify, and apply the basic rules of probability.	
	2.12 convert probabilities to odds and odds to probabilities.	
	2.13 calculate the probability of two independent events or dependent events.	
	2.14 calculate the probability of two mutually exclusive events or inclusive events.	
	2.15 define conditional probability and apply the formula.	
	2.16 state and apply the special addition rule and its generalization.	
	2.17 state and apply the general multiplication rule.	
	2.18 use random variables to compute probability.	
	2.19 use probability distribution to solve real-world predictions.	
	2.20 use the formula for the binomial distribution.	
	2.21 use the table of binomial distribution.	
	2.22 use the formula for the hyper geometric distribution.	
	2.23 use the formula for the Poisson distribution with the parameter λ.	
	2.24 determine the mean and the standard deviation of a probability distribution.	
	2.25 find the mean and the standard deviation of a binomial distribution.	

Unit	Hospitality & Tourism	
End qualification	**3 Associate of Science Degree Hospitality Management**	
Qualification	**33-3 Sciences**	
Subject	**STA 33 – 314 Statistics**	**Contents and/or comments**
STA 33 – 314	The student must be able to:	
2. Probability (continue)	2.26 find the mean and the standard deviation of a hyper geometric distribution.	
	2.27 find the mean and the standard deviation of a Poisson distribution.	
	2.28 use Chebyshev's theorem as it applies to the distribution of a random variable.	
3. Regression and Correlation	3.1 interpret points on a scatter plot.	• Coefficient of correlation, • Curve fitting, Data points, • Least-square lines, • Negative and Positive correlation, • y-intercepts, • slope of the line, • normal equation, • method of elimination, • regression lines.
	3.2 use lines of fit to make and evaluate predictions.	
	3.3 find the regression equation.	
	3.4 explain the method of least squares.	
	3.5 fit a least-squares line by solving the two normal equations.	
	3.6 fit a least-squares line by using the special formulas for a and b.	
	3.7 use the equation of a least-squares line to predict a value of y.	
	3.8 explain what is meant by regression line.	
	3.9 calculate the standard error of estimate.	
	3.10 explain the difference between positive and negative correlation.	
	3.11 use the computing formula to calculate the coefficient of correlation (r).	
	3.12 use r to judge the strength of a linear relationship.	

Unit	Hospitality & Tourism	
End qualification	**3 Associate of Science Degree Hospitality Management**	
Qualification	**33-3 Sciences**	
Subject	**FES 33-331 Facilities and Environmental Science**	**Contents and/or comments**
FES 33-331	The student must be able to:	
1. Facilities Management	1.1 identify numbers of important roles played by hospitalities facilities.	• the role of facilities in the hospitality industry
	1.2 explain why construction cost may vary with facility type.	• cost associated with the hospitality facility
	1.3 identify the primary categories of facilities operation cost.	• impact of facility design on facility management
	1.4 explain the reserve for replacement.	• management responsibilities
	1.5 state the managers responsibility towards facility management.	• responsibilities of facilities department • facilities managers in Lodging operations
	1.6 describe various factors related to facilities maintenance and management.	• facilities maintenance and repair • maintenance management outsourcing • computerized and internet based facilities management
	1.7 designing budget for POM and Utilities.	• budgeting for POM and Utilities Capital expenditure management
	1.8 measure benchmarks for facilities.	• facilities benchmarking
	1.9 create training and certification for facility management.	• training and certification
	1.10 list the different aspects of the different spaces used in a lodging facility.	• guest rooms and corridors • public space • recreation areas • back of the house • building structure and exterior
	1.11 list the factors of building structures and exterior of a lodging facility.	• a comment on design of building systems

Unit	Hospitality & Tourism	
End qualification	**3** **Associate of Science Degree Hospitality Management**	
Qualification	**33-3** **Sciences**	
Subject	**FES 33-331 Facilities and Environmental Science**	**Contents and/or comments**
FES 33-331	The student must be able to:	
1. Facilities Management (continue)	1.12 describe the factors of environmental concerns when dealing with waste.	• motivation for environmental concerns • waste minimization
	1.13 describe the different approach to energy conservation.	• energy conservation and management • management of fresh water resources • waste water management • hazardous substance • transport • land use planning and management • involving staff, costumers and communities • design for sustainability
	1.14 list the different aspects of safety in a lodging facility.	• safety in the hospitality industry
	1.15 describe the different measures taken to promote safety in general in a hospitality facility.	• building design, maintenance and safety • fire safety • evacuation plans • security
	1.16 describe the different systems of water usage in a hospitality facility.	• water usage in the lodging industry
	1.17 list the different ways of water maintenance and conservation systems.	• water systems • water quality • water heating • water systems maintenance concern • water entertainment and recreation • water conservation
	1.18 describe the different systems applied in a hospitality facility.	• a brief introduction to electrical systems
	1.19 discuss the different systems design and components used in a hospitality facility	• system design and operating standards • system and equipment standards • system components

Unit	Hospitality & Tourism	
End qualification	**3 Associate of Science Degree Hospitality Management**	
Qualification	**33-3 Sciences**	
Subject	**FES 33-331 Facilities and Environmental Science**	**Contents and/or comments**
FES 33-331	The student must be able to:	
1. Facilities Management (continue)	1.20 discuss the different utility billing and building operations	• electric utility billing and building operations • electric Utility deregulation
	1.21 list the different factors affecting the thermal comfort.	• factors influencing building thermal comfort
	1.22 discuss the energy sources applied in a lodging facility.	• heating sources and equipment • cooling source and equipment • guestroom HVAC system types • HVAC systems for other building areas • other HVAC components
2. Environmental Charter	2.1 to achieve sound environmental practices across our entire operation.	
	2.2 to comply fully with all environmental legislation.	
	2.3 to minimize our use of energy, water and materials.	
	2.4 to minimize our waste and to reduce, re-use and recycle the resources consumed by our business wherever practical.	
	2.5 to reduce our pollution to a minimum and, where appropriate, to treat effluents.	
	2.6 to invite our customers, suppliers and contractors to participate in our efforts to protect the environment.	
	2.7 where we can, to work with others in the tourism industry, in public agencies and the community to achieve wider environmental goals.	
	2.8 to provide all employees with the training and resources required to meet our objectives.	
	2.9 to openly communicate our policies and practices to interested parties.	
	2.10 to monitor and record our environmental impacts on a regular basis and compare our performance with our policies, objectives and targets.	

Unit	Hospitality & Tourism	
End qualification	**3 Associate of Science Degree Hospitality Management**	
Qualification	**31-3 Sciences**	
Subject	**ICT 31-321 Information Technology I: Basic Computer Knowledge**	**Contents and/or comments**
ICT 31-321	The student must be able to:	
1. Input, output and process of the computer	1.1 explain the basic concepts of the computer. 1.2 name the different input devices ad their applications. 1.3 name the different pointing devices.	Introduction to computers • Input, Process, Output Input devices • Keyboard • Scanner • Microphone • Barcode readers • Special input devices Pointing devices • Mouse • Trackball • Tables & stylus
2 Storage	2.1 list the different storage devices and their applications. 2.2 mention the different hard disk interfaces and their performance factors.	Storage devices • Floppy disk • Zip disk • Hard disk • Memory sticks (usb drive) • Flash cards • Other cards Hard disk interfaces • ATA & Ultra ATA • SCSI & Ultra SCSI • SATA
3. Output devices	3.1 list the different output devices and their performance factors.	Output devices • Monitor & performance factors • Printer & performance factors • Other output devices
4. Processors	4.1 distinguish between the various chip sets and name their performance factors.	The CPU • Various chipsets • Performance factors

Unit	Hospitality & Tourism	
End qualification	**3 Associate of Science Degree Hospitality Management**	
Qualification	**31-3 Sciences**	
Subject	**ICT 31-321 Information Technology I: Basic Computer Knowledge**	**Contents and/or comments**
ICT 31-321	The student must be able to:	
5. Communication devices	5.1 list the different communication devices.	Communication devices • Modem • Wireless modem • Satellite communications
	5.2 describe the function of the communication devices.	Types of networks • Sneaker net • LAN • WAN
	5.3 list the different types of networks.	Types of LAN • Client/ Server • Peer to Peer Network topology • BUS
	5.4 describe the different types of networks.	• Star • Mesh • Combined topologies and their advantages

Unit	Hospitality & Tourism	
End qualification	**3 Associate of Science Degree Hospitality Management**	
Qualification	**3.1 Sciences**	
Subject	**ICT 31-321 Information Technology I: Operating Systems & Files Management**	**Contents and/or comments**
ICT 31-321	The student must be able to:	
6. Operating Systems	6.1 Describe the features and task of an operating system.	Operating systems • What is an operating systems • Different types of operating systems • Basic task of an operating system • Features of an operating systems
	6.2 List different types of operating systems.	
	6.3 Describe the detailed features used in an operating system.	
7. Disk Management	7.1 Describe aspects of disk management.	• Local drives • Network drives • Disk partitions • Formatting process • Analyze disk • Defragment disk • Clean up & back up disk
8. File Management	8.1 Perform file management procedures.	• Create new files and folders • Rename files and folders • Folder structure (tree) • File name convention • Copy, move, delete files and folders • View file and folder properties • Search files

Unit	Hospitality & Tourism	
End qualification	**3 Associate of Science Degree Hospitality Management**	
Qualification	**3.1 Sciences**	
Subject	**ICT 31 - 321 Information Technology I: EPI Network & OLC Concepts**	**Contents and/or comments**
ICT 31-321	The student must be able to:	
9. EPI Network	9.1 Describe the log in procedure and the password requirements.	• Log in using unique username and password
	9.2 Describe network drives and their purposes.	• Rules regarding usernames and passwords • Home, practice and community drive
10. OLC	10.1 Describe the purpose of the OLC and the usage rules.	• Individual and independent study skills • Keyword and operators
	10.2 Describe key elements of internet research.	• Critically analyze search results • Copyrights • Internet ethics and safety

Unit	Hospitality & Tourism	
End qualification	**3 Associate of Science Degree Hospitality Management**	
Qualification	**31-3 Sciences**	
Subject	**ICT 31-323 Arts I**	**Contents and/or comments**
ICT 31-323	The student must be able to:	
1. Desktop Publishing	1.1 describe the different functions and components of an desktop publishing software.	• Professional design • Advantages • Task pane • Wizard & design • Personal information • Frames • Page layout • Format • Print options
	1.2 adapt a pre-designed publication.	
	1.3 design various publications.	
2.Website Design	2.1 describe basic website concepts.	• Websites, Web server • Publishing • Disk based vs. Server based • Planning process • Themes • Frames • Layout and tables • Format • Hyperlinks/ bookmarks
	2.2 describe the website design process.	
	2.3 create a webpage.	
	2.4 create a website.	
3.Database	3.1 describe the functions of a database.	• Introduction databases • Tables, fields, records, primary keys • Queries, forms and reports
	3.2 generate various output forms.	

Unit	Hospitality & Tourism	
End qualification	**3 Associate of Science Degree Hospitality Management**	
Qualification	**31-3 Sciences**	
Subject	**ICT 31-324 Arts II -Design & Presentation**	**Contents and/or comments**
ICT 31-324	The student must be able to:	
1. Diagram	1.1 describe the functions and components of a diagramming software.	• Diagram/ floor plan • Planning process • Templates • Shapes • Blocks • Text
	1.2 create various diagrams.	
2. Multimedia	2.1 describe the functions of multimedia software.	• Introduction to multimedia • Planning process • Import media • Edit media • Effects • Timeline • Publish media
	2.2 capture audio and video.	
	2.3 produce audio and video clips.	
	2.4 edit audio and video files.	

Unit	Hospitality & Tourism	
End qualification	**3 Associate of Science Degree Hospitality Management**	
Qualification	**31-3 Sciences**	
Subject	**ICT 31-325 Arts III Specialization**	**Contents and/or comments**
ICT 31-325	The student must be able to:	
1. Project	1.1 demonstrate intermediate word processing skills.	• Use advanced office skills to create professional document: word processing, spreadsheet, presentation, publications, database, website, floor plan, multimedia
	1.2 demonstrate intermediate spreadsheet skills.	
	1.3 demonstrate intermediate presentation skills.	
	1.4 design various publications.	
	1.5 create a website.	
	1.6 generate various output forms.	
	1.7 create various diagrams.	
	1.8 produce audio and video clips.	

Unit	Hospitality & Tourism	
End qualification	**3 Associate of Science Degree Hospitality Management**	
Qualification	**31-4 Sciences**	
Subject	**HFS 31-341 HACCP Certification**	**Contents and/or comments**
HFS 31 - 341	The student must be able to:	
HACCP Certification / NSF International.	Comply with all the requirements and principles of the HACCP Certification. The HACCP Examination and Certification and will be provides by NSF International (National Sanitation Foundation). **Hazard Analysis and Critical Control Points (HACCP)** is a systematic preventive approach to food safety and pharmaceutical safety that addresses physical, chemical, and biological hazards as a means of prevention rather than finished product inspection. HACCP is used in the food industry to identify potential food safety hazards, so that key actions, known as Critical Control Points (CCP's) can be taken to reduce or eliminate the risk of the hazards being realized. The system is used at all stages of food production and preparation processes including packaging, distribution, etc. **NSF International**, founded in 1944 as the **National Sanitation Foundation**, is known for the development of standards, product testing and certification services in the areas of public health, safety and protection of the environment.	The unit can accomplish the goal of external certification two ways for this subject. 1. We can use the services of AMTI-Group for this or 2. We can go through NSF Foundation. Both of these organizations are widely recognized.

Unit	Hospitality & Tourism	
End qualification	**3 Associate of Science Degree Hospitality Management**	
Qualification	**32-3 Sciences**	
Subject	**HFS 32-351 Food Science**	**Contents and/or comments**
HFS 32-351.	The student must be able to:	
1. Introduction to Food Science	1.1 identify the aspects of food science.	• Technical aspects of food • Microbiology • Food engineering • Bio chemistry(nutrients) • Food Safety • Sensory Analysis • Food Technology • Food Physics
2. Biochemistry	2.1 identify the technical aspects of foods from harvesting and slaughtering, ending with cooking and consumption.	• Proteins • Carbohydrates • Fats • Vitamins • Minerals • Water
3. Food Engineering	3.1 explain the aspects of food production and processing.	• Production • Processing • Preservation • Food Safety
4. Microbiology	4.1 explain the positive and negative interactions between micro organisms and foods.	• Staphylo coccus Aureus • Salmonella • Escheria Coli (E.coli) • Camphylo bacteria • Clostridium botulinum • Clostridium Perfringens
5. Sensory Analysis	5.1 apply the senses to judge food.	• Eyes: eye appeal • Mouth: taste • Nose: smell/flavor • Hands: texture

Unit	Hospitality & Tourism	
End qualification	**3 Associate of Science Degree Hospitality Management**	
Qualification	**32-3 Sciences**	
Subject	**HFS 32-351 Food Science**	**Contents and/or comments**
HFS 32-351.	The student must be able to:	
6.Food Chemistry	6.1 integrate the molecular composition of food and the chemical reactions in food production.	Proteins: • Coagulation • Curdling Carbohydrates: • Caramelization • Maillard reaction • Enzymatic browning • Gelatinization • Fermentation • Crystalization Fats: • Rancid • Clarifying • Emulsion • Homogenization
7. Food technology	7.1 explain the application of food science.	• Selection • Preservation(additives) • Processing • Packaging • Distribution • Nutrition
8. Food Safety	8.1 explain the causes , prevention, and communication dealing with food borne illness.	• Biological hazards • Physical hazards • Chemical hazards • Cross contamination • Microbiology • Food borne illness • HACCP • Danger zone

Unit	Hospitality & Tourism	
End qualification	**3 Associate of Science Degree Hospitality Management**	
Qualification	**32-3 Sciences**	
Subject	**HFS 32-351 Food Science**	**Contents and/or comments**
HFS 32-351.	The student must be able to:	
9. Food Physics	9.1 apply the physical aspects of foods.	• Viscosity • Creaminess • Texture • Pigment: chlorophyll • Carotenoids • Flavones • Anthocyanins • Moisture

Areas of Education

Area 4
Business

Unit	Hospitality & Tourism	
End qualification	3 Associate of Science Degree Hospitality Management	
Qualification	31-4 Business	
Subject	ACC 31-421 Introduction to Hospitality Accounting	Contents and/or comments
ACC 31-421	The student must be able to:	
1. Understanding Financial Statements.	1.1 explain what accounting is.	Accounting is an information system that identifies, records, and communicates the economic event of an organization to interested users.
	1.2 identify the users and uses of accounting information.	• Managers uses the accounting information in planning, controlling, and evaluating business operations. • Investors (owners) decide whether to buy, hold, or sell their financial interest on the basis of accounting data. • Creditors (suppliers and bankers) evaluate the risks of granting credit or lending money on the basis of accounting information. • Others groups that use accounting information are taxing authorities, regulatory agencies, customers, labor unions, and economic planners.
	1.3 explain why ethics is a fundamental business concept.	Ethics is the standard of conduct by which actions are judged as right or wrong. If you cannot depend on the honesty of the individuals you deal with, effective communication and economic activity would be impossible, and information would have no credibility.

Unit	Hospitality & Tourism	
End qualification	3 Associate of Science Degree Hospitality Management	
Qualification	31-4 Business	
Subject	ACC 31-421 Introduction to Hospitality Accounting	Contents and/or comments
ACC 31-421	The student must be able to:	
1. Understanding Financial Statements (continue)	1.4 explain the meaning of generally accepted accounting principles and the cost principle.	General accepted accounting principles are a common set of standards used by accountants. The cost principle states that assets should be recorded at their cost.
	1.5 explain the meaning of the monetary unit assumption and the economic entity assumption.	• The monetary unit assumption requires that only transactions data capable of being expressed in terms of money can be included in the accounting records. • The economic entity assumption requires that the activities of each economic entity be kept separate form the activities of its owners and other economic entities.
	1.6 explain the meaning of assets, liabilities, and stockholder's equity, and state the basic accounting equation.	• Assets are resources owned by the business. • Liabilities are the debts and obligations of the business. They represent claims of creditors on the assets of the business. • Stockholder's equity is subdivided into two parts: common stock and retained earnings. • The basic accounting equation is: Assets = Liabilities + Stockholder's equity.

Unit	Hospitality & Tourism	
End qualification	3　　　Associate of Science Degree Hospitality Management	
Qualification	31-4　　　Business	
Subject	ACC 31-421　　　Introduction to Hospitality Accounting	Contents and/or comments
ACC 31-421	The student must be able to:	
1.　Understanding Financial Statements (continue)	1.7　explain the accounting cycle and flow of information.	• The nine steps of the accounting cycle are transaction analysis, journalizing, posting, trial balance, adjustments, adjusted trial balance, closing, post closing trial balance, and financial statements. • Information flow from both the front and the back of the house, through point-of-sales systems, property management systems, and other means, to the accounting office.
	1.8　identify the various systems of accounting procedures used in the hospitality industry.	There are currently three systems: • the Uniform System of Accounts for the Lodging Industry, • the Uniform System of Accounts for Restaurants, and • the Uniform System of Financial reporting for Clubs.
	1.9　explain accounting and financial management in a hotel.	The chief accounting officer is known as the controller. The controller is part of the hotel's executive committee, which includes the general manager and all department heads. The controller interacts with all the departments' heads, assisting and consulting with them on all financial matters so each department head makes sound decisions.

Unit	Hospitality & Tourism	
End qualification	3 Associate of Science Degree Hospitality Management	
Qualification	31-4 Business	
Subject	ACC 31-421 Introduction to Hospitality Accounting	Contents and/or comments
ACC 31-421	The student must be able to:	
1. Understanding Financial Statements (continue)	1.10 explain accounting and financial management in a foodservice operation an a club.	• The controller of a foodservice operation focuses on food, beverage, and labor costs. • The club industry is unique in that its customers are all members of the club. Members pay dues to the club and in return have a decision-making role in club operations.
2. Accounting principles.	2.1 explain the meaning of generally accepted accounting principles and identify the key items of the conceptual framework.	• General accepted accounting principles are a set of rules and practices that are recognized as a general guide for financial reporting purposes. • The key items of the conceptual framework are: 1) objectives of financial reporting; 2) qualitative characteristics of accounting information; 3) elements of financial statements; and 4) operating guidelines (assumptions, principles, and constraints).
	2.2 describe the basic objectives of financial reporting.	The basic objectives of financial reporting are to provide information that is 1) useful to those making investment and credit decisions; 2) helpful in assessing future cash flows; and 3) helpful in identifying economic resources (assets), the claims to those resources (liabilities), and the changes in those resources and claims.

Unit	Hospitality & Tourism	
End qualification	**3 Associate of Science Degree Hospitality Management**	
Qualification	**31-4 Business**	
Subject	**ACC 31-421 Introduction to Hospitality Accounting**	**Contents and/or comments**
ACC 31-421	The student must be able to:	
2. Accounting principles (continue)	2.3 discuss the qualitative characteristics of accounting information and elements of financial statements.	• To be judged useful, information should possess the following qualitative characteristics: relevance, reliability, comparability, and consistency. • The elements of financial statements are a set of definitions that can be used to describe the basic terms used in accounting.
	2.4 identify the basic assumptions used by accountants.	The major assumptions are: monetary unit, economic entity, time period, and going concern.
	2.5 identify the basic principles of accounting.	The major principles are revenue recognition, matching, full disclosure, and cost.
	2.6 identify the two constraints in accounting.	The major constraints are materiality and conservatism.
	2.7 explain the accounting principles used in international operations.	There are a few recognized worldwide accounting standards. The International Accounting Standards Committee (IASC), of which the United States is a member, is working to obtain conformity in international accounting practices.
	2.8 analyze the effects of business transactions on the basic accounting equation.	Each business transaction must have a dual effect on the accounting equation. For example, if an individual asset is increased, there must be a corresponding • decrease in another asset, or • increase in a specific liability, or • increase in stockholder's equity.

Unit	Hospitality & Tourism	
End qualification	3 Associate of Science Degree Hospitality Management	
Qualification	31-4 Business	
Subject	ACC 31-421 Introduction to Hospitality Accounting	Contents and/or comments
ACC 31-421	The student must be able to:	
2. Accounting principles (continue)	2.9 explain what the four financial statements are and how they are prepared.	• An income statement presents the revenues and expenses of a company for a specified period of time. • A retained earnings statement summarizes the changes in retained earnings that have occurred for a specific period of time. • A balance sheet reports the assets, liabilities, and stockholder's equity of a business at a specific date. • A statement of cash flows summarizes information about the cash inflows (receipts) and outflows (payments) for a specific period of time.
3. The recording process.	3.1 explain what an account is and how it helps in the recording process.	An account is a record of increases and decreases in a specific asset, liability, and stockholder's equity items.
	3.2 define debits and credits and explain how they are used to record business transactions.	The terms debits and credits are synonymous with left and right. Assets, dividends and expenses are increased by debits and decreased by credits. Thus the normal balance for these accounts is debit. Liabilities, common stock, retained earnings, and revenues are increased by credits and decreased by debits. Thus the normal balance for these accounts is credit.

Unit	Hospitality & Tourism	
End qualification	**3 Associate of Science Degree Hospitality Management**	
Qualification	**31-4 Business**	
Subject	**ACC 31-421 Introduction to Hospitality Accounting**	**Contents and/or comments**
ACC 31-421	The student must be able to:	
3. The recording process (continue)	3.3 identify the basic steps in the recording process.	The basic steps in the recording process are: 1) analyze each transaction in terms of its effects on the accounts, 2) enter the transaction information into a journal, 3) transfer the journal information to the appropriate accounts in the ledger.
	3.4 explain what a journal is and how it helps the recording process.	The initial accounting record of a transaction is entered in a journal before the data are entered in the accounts. A journal: a) discloses in one place the complete effects of a transaction, b) provides a chronological record of transactions, and c) prevents or locates errors because the debit and credit amounts for each entry can be readily compared.
	3.5 explain what a ledger is and how it helps the recording process.	The entire group of accounts maintained by a company is referred to as a ledger. The ledger keeps in one place all the information about changes in specific accounts balances.
	3.6 explain what posting is and how it helps the recording process.	Posting is the procedure of transferring journal entries to the ledger accounts. This phase of the recording process accumulated the effects of journalized transactions in the individual accounts.

Unit	Hospitality & Tourism	
End qualification	3 Associate of Science Degree Hospitality Management	
Qualification	31-4 Business	
Subject	ACC 31-421 Introduction to Hospitality Accounting	Contents and/or comments
ACC 31-421	The student must be able to:	
3. The recording process (continue)	3.7 explain the purposes of a trial balance.	A trial balance is a list of accounts and their balances at a given time. Its primary purpose is to prove the equality of debits and credits after posting. A trial balance also uncovers errors in journalizing and posting and is useful in preparing financial statements.
4. Adjusting the Accounts	4.1 explain the time period assumption.	The time period assumption assumes that the economic life of a business can be divided into artificial time periods.
	4.2 explain the accrual basis of accounting.	Accrual-basis accounting means that events that change a company's financial statements are recorded in the periods in which the events occur, rather than in the periods in which the company receives or pays cash.
	4.3 explain why adjusting entries are needed.	Adjusting entries are made at the end of an accounting period. They ensure that revenues are recorded in the period in which they are earned and that expenses are recognized in the period in which they are incurred.
	4.4 identify the major types of adjusting entries.	The major types of adjusting entries are prepaid expenses, unearned revenues, accrued revenues, and accrued expenses.

Unit	Hospitality & Tourism	
End qualification	**3 Associate of Science Degree Hospitality Management**	
Qualification	**31-4 Business**	
Subject	**ACC 31-421 Introduction to Hospitality Accounting**	**Contents and/or comments**
ACC 31-421	The student must be able to:	
4. Adjusting the Accounts (continue)	4.5 prepare adjusting entries for prepayments.	Prepayments are either prepaid expenses or unearned revenues. Adjusting entries for prepayments are required at the statement date to record the portion of the prepayments that represents the expense incurred or the revenue earned in the current accounting period.
	4.6 prepare adjusting entries for accruals.	Accruals are either accrued revenues or accrued expenses. Adjusting entries for accruals are required to record revenues earned and expenses incurred in the current accounting period that have not been recognized through daily entries.
	4.7 describe the nature and purpose of an adjusted trial balance.	An adjusted trial balance shows the balances of all accounts, including those that have been adjusted, at the end of an accounting period. Its purpose is to show the effects of all financial events that have occurred during the accounting period.
5. Completion of the accounting cycle.	5.1 prepare a worksheet.	The steps in preparing a work sheet are: a) prepare a trial balance on the worksheet, b) enter the adjustments in the adjustments columns, c) enter adjusted balances in the adjusted trial balance columns, d) extend adjusted trail balance amounts to appropriate financial statements columns, and e) total the statements columns, compute net income (or net loss), and complete the work sheet.

Unit	Hospitality & Tourism	
End qualification	3 Associate of Science Degree Hospitality Management	
Qualification	31-4 Business	
Subject	ACC 31-421 Introduction to Hospitality Accounting	Contents and/or comments
ACC 31-421	The student must be able to:	
5. Completion of the accounting cycle (continue)	5.2 explain the process of closing the books.	Closing the books occurs at the end of an accounting period. The process is to journalize and post closing entries and then rule and balance all accounts. In closing the books, separate entries are made to close revenues and expenses to Income Summary, Income Summary to Retained Earnings, and Dividends to Retained Earnings. Only temporary accounts are closed.
	5.3 describe the content and purpose of a post-closing trial balance.	A post-closing trial balance contains the balances in permanent accounts that are carried forward to the next accounting period. The purpose of this trial balance is to prove the equality of these balances.
	5.4 state the required steps in the accounting cycle.	The required steps in the accounting cycle are: a) analyze business transactions, b) journalize the transactions, c) post to ledger accounts a) prepare a trial balance, b) journalize and post adjusting entries, c) prepare an adjusted trial balance, d) prepare financial statements, e) journalize and post closing entries, and f) prepare a post-closing trial balance.

Unit	Hospitality & Tourism	
End qualification	3 Associate of Science Degree Hospitality Management	
Qualification	31-4 Business	
Subject	ACC 31-421 Introduction to Hospitality Accounting	Contents and/or comments
ACC 31-421	The student must be able to:	
5. Completion of the accounting cycle (continue)	5.5 explain the approaches to preparing correcting entries.	One approach for determining the correcting entry is to compare the incorrect entry with the correct entry. After comparison, a correcting entry is made to correct the accounts. An alternative to a correcting entry is to reverse the incorrect entry and then prepare the correct entry.
	5.6 identify the sections of a classified balance sheet.	In a classified balance sheet, assets are classified as current assets, long-term investments, property plant and equipment, or intangibles. Liabilities are classified as either current or long term. There is also a owner's equity section, which varies with the form of business organization. The classified balance sheet can be presented in either report form of account form.

Unit	Hospitality & Tourism	
End qualification	3 Associate of Science Degree Hospitality Management	
Qualification	32-4 Business	
Subject	ACC 32-422 Hospitality Accounting I	Contents and/or comments
ACC 32-422	The student must be able to:	
1. Introduction to Accounting	1.1 define accounting and distinguish it from bookkeeping.	• Economic information is financial – stated in monetary terms. • Accounting process - record, classify, and summarize economic events. • Bookkeeping records and classifies; accounting also analyzes and interprets.
	1.2 describe the six branches of accounting	• Financial accounting. • Cost accounting. • Managerial accounting. • Tax accounting. • Auditing. • Accounting systems.
	1.3 identify and describe organizations that influenced hospitality accounting practices.	• American Institute of Certified Public Accountants (AICPA). • Financial Accounting Standards Board (FASB). • Securities and Exchange Commission (SEC). • Internal Revenue Service (IRS). • Hospitality Financial and Technology Professionals (HFTP) (formerly IAHA).
	1.4 describe basic forms of business organization and their advantages and disadvantages.	• Sole proprietorship - most common, owned by one person. • Partnership - owned by two or more people. • Limited partnership. • Limited liability Companies. • Corporation (C corporation) - legal entity created by state or other political authority. • S corporation.

Unit	Hospitality & Tourism	
End qualification	3 Associate of Science Degree Hospitality Management	
Qualification	32-4 Business	
Subject	ACC 32-422 Hospitality Accounting I	Contents and/or comments
ACC 32-422	The student must be able to:	
1. Introduction to Accounting (continue)	1.5 describe the responsibilities of a hospitality firm's accounting department.	• Provide information and service. • Work closely with management and service departments • Prepare financial statements
	1.6 apply generally accepted accounting principles to hospitality situations.	• Cost principle. • Business entity. • Continuity of business unit. • Unit of measurement. • Objective evidence. • Full disclosure. • Consistency principle. • Matching principle. • Materiality principle.
	1.7 describe the major types of financial statements: balance sheets, income statements, and statements of cash flows.	• Balance sheet or statement of financial position outlines the fundamental accounting equation. • Income statement also called profit and loss statement and other names. Shows results of operations for a period. • Statement of cash flows (SCF). Shows cash inflows and outflows for a period.
	1.8 describe the fundamental accounting equation and apply it to accounting situations.	Assets = Liabilities + Owner's equity.
2. Accounting for business transactions.	2.1 explain the functions of accounts and t-accounts, and classify accounts into the major account categories.	• Account stores information. • Classifies and summarizes. • T-account: debits on left, credits on right. • Asset, Liability, and Owner's equity accounts.

Unit	Hospitality & Tourism	
End qualification	3 Associate of Science Degree Hospitality Management	
Qualification	32-4 Business	
Subject	ACC 32-422 Hospitality Accounting I	Contents and/or comments
ACC 32-422	The student must be able to:	
2. Accounting for business transactions (continue)	2.2 define the terms debit and credit, explain the basis of the double-entry accounting system, and identify the normal balances of commonly used accounts.	• Debit - entry on the left side of the account. • Credit - entry on the right side of the account. • Debits and credits must balance. • All transactions affect at least two accounts. • Normal balance is the side of the account that shows increases. • Debits increase assets. • Credits increase liabilities and owner's equity.
	2.3 define general ledger, distinguish between balance sheet and nominal accounts, and describe the relationship between general ledger accounts and the chart of accounts.	• Ledger as group of accounts; general ledger as the group of general accounts. • Balance sheet accounts are real - they are permanent and never close. • Temporary or nominal accounts are periodically closed into Owner's Equity. • Chart of accounts lists all account numbers and titles
	2.4 demonstrate how to journalize and post accounting entries, and prepare a trial balance for accounts.	• Journal - book of original entry. • Ledger - book of final entry. • Information in journals must be transferred or posted to ledgers. • Standard account forms. • Posting. • Compound entries.

Unit	Hospitality & Tourism	
End qualification	3 Associate of Science Degree Hospitality Management	
Qualification	32-4 Business	
Subject	ACC 32-422 Hospitality Accounting I	Contents and/or comments
ACC 32-422	The student must be able to:	
3. Accounting Adjustments.	3.1. explain the need for and timing of accounting adjustments, and distinguish between cash basis accounting and accrual basis accounting.	• Adjustments increase statement accuracy. • Always affects balance sheet and income statement accounts. • No adjustments involves cash. • Adjustments needed to match expenses incurred to revenues generated. • The effect of materiality on expense decisions. • Cash basis accounting uses no adjustments; recognizes transactions at inflow/outflow. • Accrual basis accounting matches expenses to revenues, relies on adjustments.
	3.2 describe the major classes of accounting adjustments and use them to classify adjustments.	• Major classification of adjustments: deferrals and accruals. • Deferrals affect amounts already recorded in accounts. Assets becoming expenses, and Liabilities becoming revenues. • Accruals affect amounts not yet recorded in accounts.

Unit	Hospitality & Tourism	
End qualification	**3 Associate of Science Degree Hospitality Management**	
Qualification	**32-4 Business**	
Subject	**ACC 32-422 Hospitality Accounting I**	**Contents and/or comments**
ACC 32-422	The student must be able to:	
3. Accounting Adjustments (continue)	3.3 demonstrate how to enter deferral adjustments, and use straight-line depreciation for adjusting depreciation expense.	• Prepaid insurance becomes Insurance Expense example. Asset expires to become an expense. • Unearned revenues example. Liability becomes revenue . • Depreciable assets - tangible property, buildings, furniture, vehicles, equipment. • Key is estimated life of more than one year. • Depreciation is the expense of a depreciable asset. • Straight-line depreciation. → Depreciation expense = Cost of the asset minus Estimated salvage or residual value divided by Estimated useful life.
	3.4 demonstrate how to enter accrual adjustments.	• Liability/expense adjustments → adjusting for expenses incurred but not yet paid (for example, wages and utilities, which are seldom paid on the last day of the accounting period). • Asset/revenue adjustments → unrecognized existing assets regarding future revenue. • Earnings, that is, the right to receive future cash payments and the corresponding earnings.
	3.5 explain how a failure to make accounting adjustments affects financial statements.	• Failure affects both balance sheet and income statement. • Total effect can significantly distort the results of operations.

Unit	Hospitality & Tourism	
End qualification	**3 Associate of Science Degree Hospitality Management**	
Qualification	**32-4 Business**	
Subject	**ACC 32-422 Hospitality Accounting I**	**Contents and/or comments**
ACC 32-422	The student must be able to:	
4. Completing the Accounting Cycle.	4.1 explain the steps in the accounting cycle.	• The required steps in the accounting cycle are: • analyze business transactions, • journalize the transactions, • post to ledger accounts • prepare a trial balance, • journalize and post adjusting entries, • prepare an adjusted trial balance, • prepare financial statements, • journalize and post closing entries, and • prepare a post-closing trial balance.
	4.2 explain the purpose of the adjusted trial balance and the relationships between the adjusted trial balance, the balance sheet, the income statement, and the statement of owner's equity.	• Prove equality of debits and credits after adjustments. • Adjusted trial balance used to prepare income statement and balance sheet. • Income statement: revenues less expenses =net income or net loss. • Statement of owner's equity → link between income statement and balance sheet.

Unit	Hospitality & Tourism	
End qualification	3 Associate of Science Degree Hospitality Management	
Qualification	32-4 Business	
Subject	ACC 32-422 Hospitality Accounting I	Contents and/or comments
ACC 32-422	The student must be able to:	
4. Completing the Accounting Cycle (continue)	4.3 describe the closing process, and explain the function of the post-closing trial balance.	• Closing the books occurs at the end of an accounting period. The process is to journalize and post closing entries and then rule and balance all accounts. In closing the books, separate entries are made to close revenues and expenses to Income Summary, Income Summary to Owner's Equity Account. Owner's Drawing Account is closed to Owner's Equity Account. Only temporary accounts are closed. • A post-closing trial balance contains the balances in permanent accounts that are carried forward to the next accounting period. The purpose of this trial balance is to prove the equality of these balances.

	4.4 describe the worksheet and explain its function.	• An optional tool for the accountant – not published or distributed.
		• The worksheet can help accomplish the following:
		  • Prepare a trial balance.
		  • Adjust the account without immediately having to post adjustment to the ledger accounts. This can be done after.
		  • Prepare the adjusted trial balance.
		  • Extend adjusted trail balance amounts to appropriate financial statements columns, and
		  • Determine the net income (or net loss) or the accounting period.

	4.5 explain the purpose of reversing entries and identify the circumstances under which they can be used.	• Reverse effects of adjusting entries. • Simplifies the first entries dealing with the same items. • Only accruals can be reversed. • Reversing entries are optional.

Unit	Hospitality & Tourism	
End qualification	3 Associate of Science Degree Hospitality Management	
Qualification	32-4 Business	
Subject	ACC 32-422 Hospitality Accounting I	Contents and/or comments
ACC 32-422	The student must be able to:	
5. Income Statement.	5.1 identify the purpose of the income statement, its major elements, and its relationship to the balance sheet.	• Operating performance for a period – net income or net loss. • Net revenues and matching expenses. • Net result added to or subtracted from Owner's Equity at a given date.
	5.2 identify when a sale is recorded, describe how to account for allowances and returns, and describe how to account for the cost of goods sold.	• Revenue recorded at time of sale. • Allowances and returns are recorded in contra-asset accounts. • Beginning inventory plus purchases less ending inventory is Cost of goods sold. • Journal entries to record cost of food sold and ending inventory. • Journal entries to record cost of goods used internally.

Unit	Hospitality & Tourism	
End qualification	3 Associate of Science Degree Hospitality Management	
Qualification	32-4 Business	
Subject	ACC 32-422 Hospitality Accounting I	Contents and/or comments
ACC 32-422	The student must be able to:	
5. Income Statement (continue)	5.3 identify some common operational expenses and explain how they are recorded, and describe how to calculate and account for gains and losses.	• Separate accounts for each major expense category by department. • Non departmental expenses relating to overall operation. • Gains and losses distinguished from revenues and expenses. • Gain -increase in assets or reduction in liabilities. • Loss - decrease in assets or increase in liabilities. • Management primarily responsible for operations may have little or no responsibility for gains or losses. • Income taxes - income statement version vs. tax statement version. Journal entry to record income tax / deferred taxes. • Extraordinary items on income statement: very unusual and infrequent. These items will be reported at the bottom line of the Income Statement just after income taxes. Extraordinary items are reported net of taxes.
	5.4 explain how earning per share is calculated and reported, and describe how income statements for internal and external users differ.	• EPS = Net income / Common Shares Outstanding. • The income statement provided to external users are relatively brief. • Managers require more information, on a more frequent basis, than outsiders do.
	5.5 explain the purpose of uniform systems of accounts and identify those systems that are relevant to the hospitality industry.	• Uniform Systems of Accounts are standardized accounting systems. • Format based on responsibility accounting - focused on departmental results. • Uniform systems exist for lodging, clubs, and restaurants.

Unit	Hospitality & Tourism	
End qualification	3 Associate of Science Degree Hospitality Management	
Qualification	32-4 Business	
Subject	ACC 32-422 Hospitality Accounting I	Contents and/or comments
ACC 32-422	The student must be able to:	
5. Income Statement (continue)	5.6 outline the contents of the income statement and identify the purpose of departmental statements.	• Operated departments. • Net revenue. • Direct expenses. • Undistributed operating expenses. • Payroll and related expenses. • Other expenses. • Management fees and fixed charges. • Gains and losses. • Income taxes. • Supporting or supplementary schedules for all departments. • Results of operations by area of responsibility. • Profit centers - revenues less expenses = departmental income. • Service centers - no revenues, just a total expense for the services provided.
	5.7 describe the purpose of and information reported on the statement of retained earnings.	• Shows changes to retained earnings for incorporated businesses. • Prior period adjustments is shown on the statement of retained earnings rather than as a part of the operations for the current year.
6. Balance Sheet.	6.1 explain the purposes of the balance sheet.	• Reflects the financial position of firm at a given date; acts as a financial photograph. • Target audience is usually external. • Creditors use it to determine the firm's ability to pay its current and future obligations - compare current assets to current liabilities.
	6.2. identify the limitations of the balance sheet.	• Understatement of some assets. • Does not reflect intangible assets. • Static nature. • Based on estimates and judgment; not exact.

Unit	Hospitality & Tourism	
End qualification	3 Associate of Science Degree Hospitality Management	
Qualification	32-4 Business	
Subject	ACC 32-422 Hospitality Accounting I	Contents and/or comments
ACC 32-422	The student must be able to:	
6. Balance Sheet (continue)	6.3 describe the various elements of assets, liabilities, and owner's equity as presented on the balance sheet.	• Contents are the same for both the account and the report formats. • Current accounts - assets and liabilities expensed or paid within one year. • Noncurrent receivables - notes and accounts receivable not due within one year. • Investments. • Property and equipment. • Other assets. • Long term liabilities - to be paid off beyond the current year, or during the current year with restricted cash. • Owner's equity - different formats for different forms of business organization.
	6.4 explain the use of footnotes in balance sheets, and describe the use of consolidated financial statements.	• Footnotes are provided in addition to the financial statements to accomplish with the Full disclosure principle. • Must provide sufficient information to owners, creditors, others. • Consolidated - parent and subsidiary combine statements to present a single economic unit. • Parent must own more than 50% of subsidiary.

Unit	Hospitality & Tourism	
End qualification	3 Associate of Science Degree Hospitality Management	
Qualification	32-4 Business	
Subject	ACC 32-422 Hospitality Accounting I	Contents and/or comments
ACC 32-422	The student must be able to:	

7. Cash (continue)	7.1 describe assets that accountants represent as cash or cash equivalents, and describe procedures that help ensure internal control of a firm's cash.	• Cash equivalents would include very liquid short-term investments held by the firm, such as commercial paper, treasury bills, or certificates of deposit.
		• Procedures that help ensure internal control of a firm's cash are:
		  - segregation of duties,
		  - separate bookkeeping and cash-handling duties,
		  - pay for all expenditures by check.
		  - use of mechanical devices,
		  - use of prenumbered sales tickets,
		  - daily deposits of cash,
		  - employee bonding,
		  - audit procedures, and
		  - voucher system.

	7.2 explain the purpose of a voucher system and how it works.	• A voucher is a business's written authorization to make a cash payment. • The purpose of a voucher system is to provide better control over cash disbursements. • Before a firm makes any cash payment, transactions are verified, approved in writing, and recorded by the firm's employees.
	7.3 describe the petty cash fund and the accounting procedures related to it.	In operating a petty cash fund, the company establishes the fund by appointing a custodian and determining the size of the fund. The custodian makes payments from the fund for documented expenditures. The company replenishes the fund as needed, and at least at the end of each accounting period. Accounting entries to record payments are made at that time.

Unit	Hospitality & Tourism	
End qualification	3 Associate of Science Degree Hospitality Management	
Qualification	32-4 Business	
Subject	ACC 32-422 Hospitality Accounting I	Contents and/or comments
ACC 32-422	The student must be able to:	
7. Cash (continue)	7.4 compare and demonstrate the gross and net methods of recording purchases.	- The journal entry to record the purchase of inventory on account using the gross method will reflect the total invoice price. When payment takes place within the discount period, Purchases Discount is reduced by the discounted portion. - The journal entry to record the purchase of inventory on account using the net method, will reflect the invoice amount minus any potential cash discount. If the invoice is not paid within the discount period, the discount is lost (recorded on the account: Discount Loss) and the invoice is due in full. - A major disadvantage of the gross method is that it does not reveal discounts that are lost.
	7.5. distinguish between the two types of credit cards, and demonstrate how to account for sales that involve each type.	- Two types of credit cards are: bankcards and non-bankcards. - The journal entry for the deposit of bankcard drafts is recorded the same way as a cash sale. - Drafts from non-bankcards cannot be deposited directly to the firm's bank account, but has to be mailed to the credit card company. → recorded as Accounts Receivable, and wait for the credit card company to reimburse them.
	7.6 describe an integrated cash management system.	An integrated cash management system centralizes the collection and disbursement of cash at a corporate level under the responsibility of the corporate treasurer.
8. Receivables and Payables.	8.1 define terms associated with receivables and payables, and outline ways to avoid bad debt losses.	- Creditor and debtor. - Credit checking policy. - Policy for past due accounts.

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End qualification	3 Associate of Science Degree Hospitality Management	
Qualification	32-4 Business	
Subject	ACC 32-422 Hospitality Accounting I	Contents and/or comments
ACC 32-422	The student must be able to:	
8. Receivables and Payables (continue)	8.2 describe and demonstrate the direct write-off method of accounting for bad debt expense, and identify its major flaw.	• Write off occurs when account is determined to be uncollectible. • You debit the expense account "Provision for doubtful accounts' and credit "Accounts receivable'. • Two entries needed if it is then actually collected. • Flaw: violates the matching principle.
	8.3 describe and demonstrate the allowance method of accounting for bad debt expense.	• Allowance method matches expenses with revenues better. • The Allowance method makes use of "Allowance for doubtful Accounts" - a contra-asset account on the balance sheet. • Bad debt expense is estimated at end of accounting period. • The Allowance method consists of two methods: aging of accounts receivable and percentage of sales.
	8.4 describe and demonstrate the aging of accounts receivable method of estimating bad debt expense.	• Accounts categorized by days past due. • Percentage of uncollectible amount estimated for each category. • Amount of entry depends on balance in Allowance account.

Unit	Hospitality & Tourism	
End qualification	**3 Associate of Science Degree Hospitality Management**	
Qualification	**32-4 Business**	
Subject	**ACC 32-422 Hospitality Accounting I**	**Contents and/or comments**
ACC 32-422	The student must be able to:	
8. Receivables and Payables (continue)	8.5 describe and demonstrate the percentage of sales method of estimating bad debt expense.	• Bad debt percentage x net credit sales. • Allowance account balance does not matter.

	8.6 describe notes receivable, demonstrate how to account for honored and dishonored notes receivable, and demonstrate how to change an account receivable to a note receivable.	• Notes receivables are written promises to receive cash in the future.
		• Principle + interest = maturity value.
		• Calculating the maturity date.
		• Journal entries.
		  - Acceptance date.
		  - Maturity date.
		• Exchanging account receivable for note receivable.
		• Dishonored notes → when the maker fails to pay a note receivable when due.
		• Discounting a note receivable before maturity.
		  - Discount = maturity value x discount rate x discount period.
		  - Proceeds = maturity value – discount.
		• Contingency liability.

	8.7 demonstrate how to account for interest-bearing and non-interest-bearing notes payable.	• Notes payable account is always credited for face value of the note. • Interest-bearing-borrower receives face value, pays it back plus interest. • Non-interest-bearing-borrower receives face value less discount, pays back face value.

Unit	Hospitality & Tourism	
End qualification	3 Associate of Science Degree Hospitality Management	
Qualification	32-4 Business	
Subject	ACC 32-422 Hospitality Accounting I	Contents and/or comments
ACC 32-422	The student must be able to:	
9. Inventory	9.1 identify broad guidelines for controlling inventory, and explain the role of inventory in the calculation of profit.	• Separate custody of inventory records and the actual inventory itself. • Take periodic physical inventory using control forms. • Report any significant underage or overage to controller. • Take daily inventory of high-priced items. • Secure the inventory storeroom and limit access. • Inventory is used to calculate cost of goods sold on the income statement. • Counting and valuation errors misrepresent income. • Errors in ending inventory affect the next period.
	9.2 explain procedures for taking a physical inventory, and describe the roles of transportation costs and terms of sale in recording inventory.	• Counting the inventory - employees should work in pairs. • Footing the inventory - multiplying items by their cost and totaling all costs. • Ensure that there is a proper cutoff in taking inventory at the end of the period. • Total purchase cost includes shipping. • Consigned goods → are in stock but never owned. • FOB destination and FOB shipping point. • Effect of shipping terms on when a purchase becomes inventory.

Unit	Hospitality & Tourism	
End qualification	3 Associate of Science Degree Hospitality Management	
Qualification	32-4 Business	
Subject	ACC 32-422 Hospitality Accounting I	Contents and/or comments
ACC 32-422	The student must be able to:	
9. Inventory (continue)	9.3 demonstrate and distinguish between the retail and gross profit methods of estimating ending inventory.	• Retail method uses both cost and retail price for beginning inventory and purchases. • Cost of goods available for sale at cost divided by cost of goods available for sale at retail times ending inventory at retail is ending inventory at cost. • Gross profit method assumes a consistent gross profit percentage from period to period.
	9.4 perform the lower of cost or market(lcm) computation and outline situations in which it is used.	• LCM used when obsolescence, deterioration, or a drop in current market prices of inventory occurs. • Can be applied item-by-item or by entire inventory.
	9.5 distinguish the perpetual inventory system from the periodic inventory system.	• Perpetual inventory system continuously updated the Merchandise Inventory account. The account Merchandise Inventory is debited. • Periodic Inventory system debits the Purchases account when merchandise is purchased.
10. Property, Equipment, and other Assets.	10.1 identify and describe assets that are classified as property and equipment on the balance sheet, demonstrate how to account for them, and distinguish between revenue expenditures and capital expenditures.	• Property and equipment is a major category of noncurrent assets. • Some depreciable, some not. • Hospitality businesses typically have 55%-85% of total assets in Property and Equipment. • Property and equipment are capital expenditures - they have a life of more than one year. • Revenue expenditures - benefits expected within a year. • Recording a capital expenditure wrongly as a revenue expenditure will distort income statement for the full life of the purchased item. • Exception when purchase cost is immaterial.

Unit	Hospitality & Tourism	
End qualification	3 Associate of Science Degree Hospitality Management	
Qualification	32-4 Business	
Subject	ACC 32-422 Hospitality Accounting I	Contents and/or comments
ACC 32-422	The student must be able to:	
10. Property, Equipment, and other Assets (continue).		• Treatment of lump sum (or basket)purchases. • Accounting treatment includes expensing the assets over its life-depreciation. • Depreciation is a noncash expense based on the matching principle • Four basic method of depreciation: - straight-line, - sum-of-the-years' digits, - double declining balance, - units of production. • Total depreciation=cost less salvage value. • Shown on the books at book or carrying value. • Financial vs. tax reporting - ACRS and MACRS. • The half year convention.
	10.2 explain and demonstrate the straight-line method of depreciation.	• Simplest of the four methods. • Same amount of depreciation used per year. • Depreciation amount = cost less salvage, divided by useful life.
	10.3 explain and demonstrate the unit of production method of depreciation.	• Depreciation taken is based in usage of the asset. • Depreciation amount = depreciation cost per unit times units of activity during the year.
	10.4 explain and demonstrate the sum-of-the-years' digits method of depreciation.	• Depreciation amount = depreciable cost times rate. Rate = Depreciable year divided by the sum of digits of asset's useful life.
	10.5 explain and demonstrate the double declining balance method of depreciation.	• The double declining balance method ignores the salvage value. • Depreciation amount = Book value at the beginning of the year times declining balance rate.

Unit	Hospitality & Tourism	
End qualification	3 Associate of Science Degree Hospitality Management	
Qualification	32-4 Business	
Subject	ACC 32-422 Hospitality Accounting I	Contents and/or comments
ACC 32-422	The student must be able to:	
10. Property, Equipment, and other Assets (continue).	10.6 explain and demonstrate how to account for china, glassware, silver, linens, and uniforms.	• Variety of possible methods, each with merit. • Preferred method is to capitalize initial cost, depreciate over no more than 36 months, and expense replacements. Reserve stocks are inventory until placed into service.
	10.7 explain and demonstrate how to account for revisions of useful lives of assets and the sale, disposal, or exchange of property and equipment.	• Revision of useful life - any remaining depreciation is applied to remaining life. • Losses and gains on the disposal of an asset. • On exchanges, GAAP conservatism records losses, not gains. • For tax purposes, neither gains nor losses are reported on exchanges.
	10.8 describe assets that typically are listed as intangible assets or other assets on the balance sheet, and demonstrate and explain how to account for them.	• Intangible assets have long life but no physical substance. Examples: franchises, trademarks, patents, goodwill etc. • Amortization is depreciation for intangible assets. • Intangible assets are amortized under a straight-line technique over a period of up to 40 years. • Amortization expense closes to Income Summary account. • Other assets include four main accounts - security deposits, deferred charges, deferred income taxes, and other.
11. Current liabilities and payroll.	11.1 identify and describe current liabilities that hospitality firms commonly carry.	• Current liabilities are expected to be paid off within a year. Current liabilities include accounts payable, notes payable, and wages payable. • Estimated liabilities. • Loss contingencies. • Contingent liabilities.

Unit	Hospitality & Tourism	
End qualification	3 Associate of Science Degree Hospitality Management	
Qualification	32-4 Business	
Subject	ACC 32-422 Hospitality Accounting I	Contents and/or comments
ACC 32-422	The student must be able to:	
11. Current liabilities and payroll (continue)	11.2 distinguish between notes payable and accounts payable, and demonstrate how to account for notes payable.	• A note payable is a written promise to pay an amount in the future, whereas an account payable is an oral promise to pay. • A company can exchange an account payable for a note payable or simply sign a note payable upon borrowing cash from a bank. • Journal entries: When the note is signed. Accruing interest. When the note matures. When face value includes interest.
	11.3 demonstrate how to make payroll journal entries, and describe the payroll taxes and the related forms and procedures.	There are two major journal entries involving payroll: • the entry to record the payroll. • the entry to record to payroll.

Unit	Hospitality & Tourism	
End qualification	**3 Associate of Science Degree Hospitality Management**	
Qualification	**32-4 Business**	
Subject	**ACC 32-423 Hospitality Accounting II**	**Contents and/or comments**
ACC 32-423	The student must be able to:	
1. Basic Financial Accounting Review	1.1 explain the general accounting terms.	• Cash versus accrual accounting. • Balance sheet and income statements. • Double entry accrual accounting.
	1.2 explain the conceptual difference between the cash and accrual methods of accounting.	• Cash basis - recognizes accounting transactions at the point of inflow or outflow. • Accrual basis - recognizes revenues when earned and expenses when incurred.
	1.3 list and give a brief explanation of the generally accepted accounting principles and concepts.	• Business entity principle, • Monetary unit principle, • Going concern principle, • Cost principle, • Time period principle, • Conservatism principle, • Consistency principle, • Materiality concept, • Full disclosure principle, • Objectivity principle, • Matching principle.

Unit	Hospitality & Tourism	
End qualification	3 Associate of Science Degree Hospitality Management	
Qualification	32-4 Business	
Subject	ACC 32-423 Hospitality Accounting II	Contents and/or comments
ACC 32-423	The student must be able to:	
1. Basic Financial Accounting Review (continue)	1.4 explain the rules of debits and credits and their use as applied to double entry accounting by increasing or decreasing an account balance of the five basic accounts: assets, liabilities, owner's equity, revenues, and expenses.	• Assets and Expense accounts are debit-balanced accounts and these are increased by debits and decreased by credits. • Liabilities, Owner's Equity, and Revenues accounts are credit-balanced accounts and these are increased by credits and decreased by debits.
	1.5 explain the basic balance sheet equation.	• Assets = Liabilities and Owner's Equity. Assets are resources owned by a business. Liabilities are creditorship claims on total assets. Stockholder's equity is the ownership claim on total assets.

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End qualification	3 Associate of Science Degree Hospitality Management	
Qualification	32-4 Business	
Subject	ACC 32-423 Hospitality Accounting II	Contents and/or comments
ACC 32-423	The student must be able to:	
1. Basic Financial Accounting Review (continue)	1.6 explain and demonstrate the difference between journalizing and posting of an accounting transaction.	• The initial accounting record of a transaction is entered in a journal before the data is entered in the accounts. • The requirements that characterize journal entries are: - must identify at least two accounts, - must show at least one debit and one credit entry, - the sum of the debits and credits must be equal. • Posting is the procedure of transferring journal entries to the ledger accounts.
	1.7 explain the income statement and its major elements as discussed and applied in the hospitality industry.	• The income statement equation describes the economic result of for-profit operations: net income, net loss, or break-even. • Sales revenue minus cost of sales is Gross Margin. Gross Margin minus Expenses is Operating Income or Loss.

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End qualification	**3 Associate of Science Degree Hospitality Management**	
Qualification	**32-4 Business**	
Subject	**ACC 32-423 Hospitality Accounting II**	**Contents and/or comments**
ACC 32-423	The student must be able to:	
1. Basic Financial Accounting Review (continue)	1.8 explain and demonstrate end-of-period adjusting entries required by the matching principle.	• Accruals represent end-of-period adjustments recognizing sales revenue earned and expenses incurred, with the receipt of payment or the making of payment expected to occur in the next accounting period. - accrued expenses (e.g. interest, wages and salaries, rent, taxes, and utilities) - accrued revenues (e.g. interest revenue, and rent revenue) • Deferrals represent end-of-period adjustments to revenues and expenses, and also include adjustments to assets and liabilities to reflect sales revenue earned and expenses incurred. - cost of sales and inventory adjustments. - prepaid expense adjustments. - depreciation. - the reduction of a liability and recognition of unearned revenue as being recognized as earned.

Unit	Hospitality & Tourism	
End qualification	**3** **Associate of Science Degree Hospitality Management**	
Qualification	**32-4 Business**	
Subject	**ACC 32-423** **Hospitality Accounting II**	**Contents and/or comments**
ACC 32-423	The student must be able to:	
1. Basic Financial Accounting Review (continue)	1.9 demonstrate the use of four depreciation methods.	• Four depreciation methods: - straight-line, - sum-of-the-years' digits, - double declining balance, - units of production. • Straight line: - Simplest of the four methods. - Same amount of depreciation used per year, - Depreciation amount= cost less salvage value, divided by useful life. • Sum-of-the-years' digits: - Depreciation amount = depreciable cost times rate, - Depreciable cost = Cost minus salvage value, - Rate = Depreciable year divided by the sum of digits of asset's useful life. • Double declining balance method : - ignores the salvage value, - Depreciation amount = Book value at the beginning of the year times declining balance rate. • Units of production: - Depreciation taken is based on usage of the asset, - Depreciation amount = depreciation cost per unit times units of activity during the year.

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End qualification	**3 Associate of Science Degree Hospitality Management**	
Qualification	**32-4 Business**	
Subject	**ACC 32-423 Hospitality Accounting II**	**Contents and/or comments**
ACC 32-423	The student must be able to:	
1. Basic Financial Accounting Review (continue)	1.10 prepare the closing entries and explain the steps in preparing a work sheet, complete an unadjusted trial balance, balance sheet, and income statement.	Closing the books occurs at the end of an accounting period. The process is to journalize and post closing entries and then rule and balance all accounts. In closing the books, separate entries are made to close revenues and expenses to Income Summary, Income Summary to Retained Earnings, and Dividends to Retained Earnings. Only temporary accounts are closed. The steps in preparing a work sheet are: a) prepare a trial balance on the worksheet, b) enter the adjustments in the adjustments columns, c) enter adjusted balances in the adjusted trial balance columns, d) extend adjusted trail balance amounts to appropriate financial statements columns, and e) total the statements columns, compute net income (or net loss), and complete the work sheet.

Unit	Hospitality & Tourism	
End qualification	3 Associate of Science Degree Hospitality Management	
Qualification	32-4 Business	
Subject	ACC 32-423 Hospitality Accounting II	Contents and/or comments
ACC 32-423	The student must be able to:	
1. Basic Financial Accounting Review (continue)	1.11 explain the nine steps in the accounting cycle	The required steps in the accounting cycle are: a) analyze business transactions, b) journalize the transactions, c) post to ledger accounts d) prepare a trial balance, e) journalize and post adjusting entries, f) prepare an adjusted trial balance, g) prepare financial statements, h) journalize and post closing entries, and i) prepare a post-closing trial balance.
2. Understanding Financial Statements	2.1 explain the value of a uniform system of accounts.	To provide users of financial information with comparable data and meaningful analysis.
	2.2 explain the main purpose of the income statement and balance sheet.	• Main purpose of the income statement is to show economic results of profit motivated operations of a business over a specific operating period. • Main purpose of the balance sheet is to provide at a specific point in time a picture of the financial condition of a business entity relative to its assets, liabilities, and owner's equity. • The ending date of an operating period indicated in the income statement is normally the specific date of the balance sheet.
	2.3 define and explain the main difference between a balance sheet and an income statement.	Balance sheet: shows financial position at one point in time. Income statement: shows profitability over a certain period.

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End qualification	**3** **Associate of Science Degree Hospitality Management**	
Qualification	**32-4 Business**	
Subject	**ACC 32-423 Hospitality Accounting II**	**Contents and/or comments**
ACC 32-423	The student must be able to:	
2. Understanding Financial Statements (continue)	2.4 using examples, describe the difference between a direct and an indirect cost	Apply cost allocation in order to distribute the indirect cost (purpose: departmental income statements)
	2.5 calculate the value of ending inventory using each method discussed, and demonstrate possible adjustments to find the net cost of sales.	Inventory systems: Periodic system vs. Perpetual System Inventory Valuation Methods applied: • Specific Item Cost • LIFO • FIFO • Weighted Average
	2.6 prepare income statements in proper format.	• First section: operated departments • Second section: undistributed operating expenses • Third section: management fees, fixed charges, gain or loss on sale of property, income tax
	2.7 discuss the concept of responsibility accounting.	Responsibility accounting is based on the principle that managers should be held accountable for their performance and the performance of the employees in their department. Distinguish: • Cost Centers • Sales Revenue Centers • Profit Centers • Investment Centers.
	2.8 explain the effect that a specific change in interdepartmental revenue mix will have on overall operating income (income before tax).	Because the departments have different contributory income percentages. (demonstrated with examples)

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Qualification	32-4 Business	
Subject	ACC 32-423 Hospitality Accounting II	Contents and/or comments
ACC 32-423	The student must be able to:	

2. Understanding Financial Statements (continue)	2.9 list and give an example of each of the six major categories (classifications) of accounts that may appear on a balance sheet.	Assets:
		  1. Current Assets
		  2. Fixed Assets (or Property, Plant and Equipment or Capital Assets)
		  3. Other Assets
		Liabilities:
		  1. Current Liabilities
		  2. Long-term Liabilities
		
		Ownership Equity

	2.10 define, calculate, and explain the purpose of retained earnings.	Accumulates all net income and net losses of an incorporated business. Is reduced when dividends are declared.

	2.11 prepare a balance sheet in proper format and state the two forms of balance sheet presentations. discuss the importance and limitations of a balance sheet.	• Horizontal Format
		• Vertical Format
		• Limitations of the balance sheet:
		  - Does not reflect the current values of some assets.
		  - Does not show some elements valuable to the hospitality operations. (human resources, goodwill, excellent location).
		  - Shows financial status for one moment.
		  - Not exact, some amounts are estimated.

3. Analysis and Interpretation of Financial Statements	3.1 explain what is meant with analysis and interpretation of financial statements.	The process of looking at the various parts of the financial statements, relating the parts to each other and to the picture as a whole, and determining if any meaningful and useful interpretation can be made out of this analysis.

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End qualification	3 Associate of Science Degree Hospitality Management	
Qualification	32-4 Business	
Subject	ACC 32-423 Hospitality Accounting II	Contents and/or comments
ACC 32-423	The student must be able to:	
3. Analysis and Interpretation of Financial Statements (continue)	3.2 list the different readers of the financial statements.	Readers: • Managers • Owners • Investors • Creditors.
	3.3 mention the aspects that each of these readers of financial statements are interested in.	Area(s) per reader • Managers: internal operating efficiency. • Owners (stockholders): net income, future earnings and dividend prospects. • Investors: the debt-paying ability and net income. • Creditors: the debt-paying ability and net income.
	3.4 describe comparative horizontal analysis and use it for balance sheets and income statements analysis.	Comparative horizontal analysis is a technique for evaluating a series of data over a period of time to determine the increase or decrease that has taken place, expressed as either an amount or a percentage. Absolute change: shows the dollar change from one period to the next. Relative change: the absolute change expressed as a percentage.
	3.5 describe common-size vertical analysis and use it for balance sheets and income statements analysis.	Common-size vertical analysis is a technique that expresses each item within a financial statement in terms of a percentage or a relevant total or a base amount. Common size means that total assets have a value of 100% and the numerical value of each item being converted represents a part of total assets (same analysis is also applied for subsets of the balance sheets and other statements).

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End qualification	3 Associate of Science Degree Hospitality Management	
Qualification	32-4 Business	
Subject	ACC 32-423 Hospitality Accounting II	Contents and/or comments
ACC 32-423	The student must be able to:	
3. Analysis and Interpretation of Financial Statements (continue)	3.6 calculate average sales revenue, average costs, and average income per guest.	Additional tools to help analyze the income statement.
	3.7 calculate trend percentages.	Useful in areas such as forecasting, budgeting, and decision making.
	3.8 prepare a trend index.	Assigning a value of 100 (or 100%) to period one and expressing the change in the following period by comparing their figures with the 100 in period one.
	3.9 understand that the changing value of the dollar affects the results of trend analysis.	Examples with inflation or deflation.
	3.10 use trend index numbers to convert historic dollars to current dollars	Historic dollars are converted to current dollars by multiplying them with Index curr period/ index historic period
4. Ratio Analysis	4.1 identify standards against which the results of ratio analysis may be compared.	• Ratios from a past period, • Industry averages, • Competitor's figures, • Budgeted ratios.
	4.2 explain the function and purposes of ratio analysis.	• Used to interpret information. • Monitor operating and financial performance. • Evaluate solvency. • Assess the risk of future loans.
	4.3 identify common classes of ratios and describe the general purpose of each.	• Liquidity ratios reveal the ability of a hospitality business to meet its short-term obligations. • Solvency ratios measure the extent to which a business has been financed by debt and is able to meet its long-term obligations. • Activity ratios reflect management's ability to use the property's assets. • Profitability ratios show management's overall effectiveness as measured by returns on sales and investments. • Operating ratios assist in the analysis of hospitality establishment operations.

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End qualification	3 Associate of Science Degree Hospitality Management	
Qualification	32-4 Business	
Subject	ACC 32-423 Hospitality Accounting II	Contents and/or comments
ACC 32-423	The student must be able to:	
4. Ratio Analysis (continue)	4.4 calculate common liquidity ratios and describe how creditors, owners, and managers view them.	• Current ratio (Working capital ratio). • Quick Ratio (Acid-test ratio). • Operating cash flows to current liabilities ratio. • Accounts receivable turnover. • Average collection period.
	4.5 calculate common solvency ratios and describe how creditors, owners, and managers view them.	• Total assets to total liabilities ratio. • Total liabilities to total assets ratio. • Total liabilities to total equity ratio. • Number of times interest earned ratio.
	4.6 calculate common activity ratios and describe how creditors, owners, and managers view them.	• Inventory turnover ratio. • Inventory holding period. • Working capital turnover. • Fixed Asset turnover.
	4.7 calculate common profitability ratios and describe how creditors, owners, and managers view them.	• (Gross) Return on assets. • Net return on assets. • Net income to sales revenue ratio. • Return on owner's equity. • Earnings per share. • Price / earnings ratio.

Unit	Hospitality & Tourism	
End qualification	**3 Associate of Science Degree Hospitality Management**	
Qualification	**32-4 Business**	
Subject	**ACC 32-423 Hospitality Accounting II**	**Contents and/or comments**
ACC 32-423	The student must be able to:	
4. Ratio Analysis (continue)	4.8 calculate common operating ratios and explain how managers use them to evaluate operational results.	Food and Beverage Operations: • Food and Beverage Cost Percentage. • Labor Cost Percentage. • Dollars of Sales Revenues. • Average food and/or Beverage Check by Meal Period and by Sales Revenue Area. • Seat Turnover by Meal Period or by day. • Daily, weekly, monthly or annual sales revenue dollars per available seat. • Percentage of Beverage Sales to Food Sales Revenue. • Percentage of Beverage Sales Revenues to Food Sales Revenues. • Percentage of Beverage Sales Revenues and/or Food revenues to Rooms Sales revenues. Rooms Department: • Average rate per occupied room. • Sales Revenue per Available Room (REVPAR). • Occupancy percentage and/or double occupancy. • Labor Cost percentage. • Number of rooms cleaned. • Annual sales revenue per available room. • Undistributed cost dollars per available room per year.
	4.9 define financial leverage and explain why it is used.	Financial leverage is obtained by using debt rather than equity investment to finance an enterprise.

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End qualification	3 Associate of Science Degree Hospitality Management	
Qualification	32-4 Business	
Subject	ACC 32-423 Hospitality Accounting II	Contents and/or comments
ACC 32-423	The student must be able to:	
5. The Bottom-up approach to pricing.	5.1 list various (traditional) pricing methods used in the hospitality industry and mention their advantages and disadvantages.	• Intuitive method. • Rule-of thumb method. • Trial-and-Error method. • Price-cutting method. • High price method. • Competitive method. • Markup method.
	5.2 distinguish strategic and tactical pricing.	Strategic > long-run (complying with long-range financial objectives. Tactical > short-run (in reaction to day to day situations).
	5.3 explain the concept of using net income after tax as a cost.	Sales revenues have to cover: Variable cost + Fixed cost + Taxes + Net Income
	5.4 apply the bottom-up approach (hubbart approach).	Starting with the desired required Net Income (Return on Investment), working up the Income Statement and calculating the required Sales Revenues in order to obtain the desired Net Income (working from the bottom of the Income Statement to the top).
	5.5 use existing information to calculate an average check per meal period.	• Average check: Sales Revenues per Meal period is divided by the number of guests (checks) during that period. • Number of guests during a certain period is calculated: Seats x Turnover x Operating days.
	5.6 explain the effect that sales revenue mix of the various menu items will have on the average check.	Sales revenue mix: the variety of items people choose from the menu . Some items have a higher contribution margin (gross margin) than others.

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End qualification	3 Associate of Science Degree Hospitality Management	
Qualification	32-4 Business	
Subject	ACC 32-423 Hospitality Accounting II	Contents and/or comments
ACC 32-423	The student must be able to:	
5. The Bottom-up approach to pricing (continue)	5.7 apply the bottom-up approach (hubbart approach) to the calculation of the required rooms sales, and calculate an average room rate to cover all forecasted costs.	• Room Sales revenues have to cover: Variable cost + Fixed cost + Taxes + Net Income. • Calculate single and double room rates. • Calculate room rates based on room size. • Dollar per thousand method. • Average room rate = total revenue for the period / (rooms x occupancy% x days in period).
	5.8 explain the purpose of room rate discounting and being able to interpret a discount grid. calculate a potential average room rate and discounted rates for various market segments.	• Room rate discounting = Reducing prices below the rack rate (=maximum rate) with the purpose of achieving increased total revenues. (all departments) • The discount grid shows the impact of various room rate discounts on total room sales revenues. • It shows the equivalent occupancy needed to hold total sales revenues less marginal costs constant if the rack rate is discounted. • Potential average room rate is the average rate that would result if all rooms occupied overnight were sold at the rack rate without discount.
	5.9 explain the elasticity of demand and other important considerations in pricing.	Elasticity of demand is related to the responsiveness of demand for a product or service when prices are changed. Other factors: • objectives of an organization, • cost structure, and • competition.

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End qualification	3 Associate of Science Degree Hospitality Management	
Qualification	32-4 Business	
Subject	ACC 32-423 Hospitality Accounting II	Contents and/or comments
ACC 32-423	The student must be able to:	
5. The Bottom-up approach to pricing (continue)	5.10 explain what yield management is and how the yield statistic is calculated	• Yield management: the use of yield statistics and basic principles of supply and demand as to maximize sales revenues. • Yield: the actual sales revenue is compared with the potential sales revenues and expressed in a percentage.
6. Cost Management	6.1 distinguish different types of costs, give a brief explanation of them, and give examples.	• Direct costs <> Indirect costs (apply cost allocation). • Controllable <> Non-controllable. • Joint costs. • Discretionary costs. • Relevant <> Non-relevant costs. • Sunk costs. • Opportunity costs. • Fixed <> Variable costs. • Semi-fixed or semi-variable costs. • Standard costs.
	6.2 use knowledge about the different types of costs, and make the necessary calculations, for a variety of different business decisions.	Business decisions (comparing alternatives) included: • determining the correct basis to be used to apportion indirect costs to each sales revenue department. • simple investment decisions, such as Which equipment to buy?. • When is it beneficial to accept the business? (can we sell below total cost?). • Should we close during the off-season?. • Which business should we buy?, (comparing the operating leverage). • Paying a fixed or a variable lease? (calculating breakeven).

Unit	Hospitality & Tourism	
End qualification	3 Associate of Science Degree Hospitality Management	
Qualification	32-4 Business	
Subject	ACC 32-423 Hospitality Accounting II	Contents and/or comments
ACC 32-423	The student must be able to:	
6. Cost Management (continue)	6.3 explain and use different methods to separate semi-fixed or semi-variable costs into their fixed and variable elements.	Methods: • High-low Method. • Multipoint Graph Method. • Regression Analysis Method.
7. The Cost-Volume-Profit Approach to Decisions	7.1 briefly explain the CVP approach to decision making.	Costs are separated into variable and fixed components and then CVP analysis (which is a logical expansion of breakeven analysis) is applied in order to calculate at what sales revenue level all operating costs are covered and a predetermined net income will be achieved. Also: CVP Assumptions and limitations.
	7.2 prepare a graph for breakeven or CVP analysis.	• Draw fixed cost line • Draw the total (fixed and variable) cost line. • Draw the sales revenue line. • Determine the breakeven point (intersection of the sales revenue line and the total cost line).
	7.3 apply the CVP equation to determine the sales level (in $ and in units) required to achieve breakeven, to achieve a certain level of net income (before taxes), or to maintain a certain level on net income when the fixed costs have changed.	• CVP equation: Required sales (in dollars or units) = (fixed costs + operating income (BT) + new fixed costs) divided by contribution margin percentage or units. • Examples: Increase in fixed costs, new fixed cost, higher required Net Income (apply the formula for these situations).
	7.4 briefly mention the other applications of CVP-analysis possible.	Measuring the effect • of multiple changes. • of changing room rates on rooms sold. • in a situation of a company in a loss position. • of a new investment (change in return on investment). • in a situation with joint costs. • of income taxes.

Unit	Hospitality & Tourism	
End qualification	**3 Associate of Science Degree Hospitality Management**	
Qualification	**31-4 Business**	
Subject	**BUS 31-411 Introduction to Business**	**Contents and/or comments**
BUS 31-411	The student must be able to:	
1. Business and Entrepreneurship	1.1 describe the basic characteristics of an organization.	An organization is a collection of people working together to achieve a common purpose, the reason for its existence.
	1.2 explain the significance of organizational purpose and mission statements.	A mission statement expresses the purpose and reflects the underlying values of the organizations.
	1.3 mention the differences and similarities between commercial and noncommercial organizations.	Profit vs. non-profit organizations. A business is a profit oriented organization. Examples of both profit and non-profit organizations. Examples of both profit and non-profit organizations in the Hospitality and Tourism Industry.
	1.4 explain what is meant with organizations operating as open systems.	As open systems, organizations interact with their external environments while obtaining resource inputs and transforming them into product outputs.
	1.5 mention the activities in a typical value chain (sequence).	The organization's value chain is the sequence of activities that acquire resources, receive and organize them, and eventually transform them into products for distribution to customers.
	1.6 describe how organizations measure productivity	As a measure of organizational performance, productivity describes the quantity and quality of work outputs with resource costs taken into account.

Unit	Hospitality & Tourism	
End qualification	**3 Associate of Science Degree Hospitality Management**	
Qualification	**31-4 Business**	
Subject	**BUS 31-411 Introduction to Business**	**Contents and/or comments**
BUS 31-411	The student must be able to:	
1. Business and Entrepreneurship (continue)	1.7 differentiate performance effectiveness and performance efficiency.	Organizations should operate with both performance effectiveness (accomplishing goals) and performance efficiency (operating with the lowest cost).
	1.8 list several ways in which organizations are changing today (trends).	Key trends and transitions in today's organizations include less command and control, more teamwork, intense use of technology, greater speed and more respect for people.
	1.9 explain how these new trends affect society and the expectations towards organizations and their employees.	To perform with high ethical standards and in a socially responsible way. Globalization brings outsourcing and migration. Working with diverse workforces (part-time temporaries, independent contractors).
	1.10 give a brief explanation of the concept of entrepreneurship.	Entrepreneurship is original thinking that creates value for people, organizations, and society. Entrepreneurs take risks to pursue opportunities others may fail to recognize. Entrepreneurs often share similar personal characteristics. Trends in entrepreneurship.
	1.11 acquire a (better) understanding of (small) business.	The importance of small business in the economy. High failure rates in small business (incl reasons). Family businesses and their characteristics. The life-cycle stages of a small business.

Unit	Hospitality & Tourism	
End qualification	3　　　Associate of Science Degree Hospitality Management	
Qualification	31-4　　Business	
Subject	BUS 31-411 Introduction to Business	Contents and/or comments
BUS 31-411	The student must be able to:	
1. Business and Entrepreneurship (continue)	1.12　name the major elements to be included in a business plan and explain who uses the information in it and for what purpose	A Business Plan describes 1) the intended nature of a proposed new business, 2) how it will operate, and 3) how it will obtain financing. Bank and other financiers want to see a business plan before they loan money on invest in a new venture. Senior managers want to see a business plan before they allocate scarce organizational resources to support a new entrepreneurial project. To the Entrepreneur him or herself it gives direction. "It helps sort out your ideas, map strategies, and pin down your business model." And "this disciplined and detailed thinking can increase the likelihood of success."
	1.13　differentiate the common forms of small business ownership.	• Proprietorships; • Partnerships; • Corporations. Each offering advantages and disadvantages.
	1.14　differentiate debt financing and equity financing.	New businesses can be financed through debt financing (loans), and through equity (owners' capital) financing.

Unit	Hospitality & Tourism	
End qualification	3 Associate of Science Degree Hospitality Management	
Qualification	31-4 Business	
Subject	BUS 31-411 Introduction to Business	Contents and/or comments
BUS 31-411	The student must be able to:	
2. Strategy and marketing (continue)	2.1 explain the meaning of strategy and its relationship to competitive advantage.	A strategy is a comprehensive plan that sets long term direction for an organization and guides resource allocations to achieve sustainable competitive advantage, being able to operate in a way that outperforms the competition.
	2.2 mention at which levels strategic management can be applied: corporate, business, and functional levels of strategy.	• Corporate strategy • Business strategy • Functional strategy.
	2.3 list and explain different other types of strategies.	Growth strategies, Global strategies, E-Business strategies
	2.4 describe the strategic management process	Strategic Management is the process of formulating and implementing strategies to achieve a sustainable competitive environment
	2.5 apply SWOT-analysis	A SWOT analysis sets a foundation for strategy formulation by systematically assessing organizational strengths and weaknesses, and environmental opportunities and threats.
	2.6 explain porter's competitive strategies model	Porter's 5 forces model analyzes the effect of: • competition • new entrants • substitute products • suppliers and • buyers.

Unit	Hospitality & Tourism	
End qualification	**3 Associate of Science Degree Hospitality Management**	
Qualification	**31-4 Business**	
Subject	**BUS 31-411 Introduction to Business**	**Contents and/or comments**
BUS 31-411	The student must be able to:	
2. Strategy and marketing (continue)	2.7 describe the purpose and use of the BCG matrix	The BCG Matrix: classification of businesses or product lines Analyzes business opportunities according to market growth rate and market share.
	2.8 explain the responsibilities of strategic leadership	Strategic Management is the responsibility for activating people and all organizational resources and systems to continually pursue and fully accomplish strategy implementation
	2.9 define and understand the term "market".	A market is a means by which buyers and sellers exchange goods (or render services) at a price they agree upon.
	2.10 explain that the marketing concept emphasizes customer satisfaction	The marketing concept emphasizes the fact that profits are derived from customer satisfaction.
	2.11 explain the marketing mix (list the elements)	• Product or service; • Placement or distribution; • Promotion • Pricing
	2.12 differentiate between different kinds of markets, such as the consumer market and the commercial market (b2b)	The two major kinds of market for goods or services are the consumer market and the commercial market.
	2.13 list the elements in the promotional mix and give a brief explanation of each of them	Advertising Personal Selling Sales Promotion Sponsorship Public Relations

Unit	Hospitality & Tourism	
End qualification	**3 Associate of Science Degree Hospitality Management**	
Qualification	**31-4 Business**	
Subject	**BUS 31-411 Introduction to Business**	**Contents and/or comments**
BUS 31-411	The student must be able to:	
3. Management process, structure and culture	3.1 explain how managers contribute to organizations.	Identify the resources that have to be managed (people, money, products, time, information and procedures, energy, facilities and equipment) Characteristics of the work of a manager (Mintzberg)
	3.2 explain how accountability operates in organizations	Different levels of management. Everyone in the organization is accountable to a higher level manager.
	3.3 describe the goals and roles of an effective manager	Help others achieve both high performance and high levels of job satisfaction. Emphasis on coaching and supporting. Supporting nonmanagerial workers who serve the needs of customer (upside-down pyramid)
	3.4 name the management functions (and give examples of each of them)	The management process: planning, organizing, leading and controlling.
	3.5 distinguish the three managerial roles identified by Mintzberg	Managers perform • interpersonal, • informational and • decision-making roles.
	3.6 mention some of the skills that managers rely on.	Managers rely on a combination of skills: interpersonal, informational, decision making, conceptual (analyzing and solving complex problems) and technical (expertise) skills, using agendas and networking
	3.7 explain the importance of organizing as a management function.	Organizing is the process of arranging people and resources to work toward a common goal.

Unit	Hospitality & Tourism	
End qualification	**3 Associate of Science Degree Hospitality Management**	
Qualification	**31-4 Business**	
Subject	**BUS 31-411 Introduction to Business**	**Contents and/or comments**
BUS 31-411	The student must be able to:	
3. Management process, structure and culture (continue)	3.8 differentiate formal and informal organization structures.	Structure is the system of tasks, reporting relationships, and communication that links people and positions within an organization. Organization charts describe the formal structure, how the organization should ideally work The informal structure of an organization consists of the unofficial relationships that develop among its members Informal structures have both positive and negative effect(s).
	3.9 compare the functional, divisional, and matrix structures	Functional structures group together people using similar skills to perform similar activities Divisional structures group together people who work on a similar product, work in the same geographical region, or serve the same customers A matrix structure uses permanent cross functional teams to try to gain the advantages of both the functional and divisional approaches.

Unit	Hospitality & Tourism	
End qualification	**3 Associate of Science Degree Hospitality Management**	
Qualification	**31-4 Business**	
Subject	**BUS 31-411 Introduction to Business**	**Contents and/or comments**
BUS 31-411	The student must be able to:	
3. Management process, structure and culture (continue)	3.10 draw organization charts for each of the organization structures mentioned..	Organization charts
	3.11 list the advantages and disadvantages of each structure	Advantages and disadvantages per structure.
	3.12 explain the advantages and disadvantages of team structures.	Team structure: make extensive use of permanent and temporary teams, often cross functional, to improve communi-cation, cooperation, and problem solving.
	3.13 explain the advantages and disadvantages of network structures.	Network structures maintain a staff of core fulltime employees and use contracted services and strategic alliances to accomplish many business needs
	3.14 name and explain the trends in organizational design	Organizations are becoming flatter with fewer levels of management. Organizations are increasing decentralization and reducing staff Organizations are increasing delegation and empowerment Organizations are becoming more horizontal and adaptive Organizations are reengineering work processes for greater efficiency. Organizations are using multiple means of subsystems integration
	3.15 explain the nature of organizational culture	Organizational culture is a system of shared values and beliefs that guides the behavior of members (personality of the organization) The culture can influence the organization

Unit	Hospitality & Tourism	
End qualification	3 Associate of Science Degree Hospitality Management	
Qualification	33-4 Business	
Subject	ECO 33-451 Economics	
ECO 33-451	The student must be able to:	
1.Introduction to Economics	1.1 explain economics and its underlying problems of scarcity and making choices.	The study of how scarce, or limited, resources are used to satisfy unlimited wants and needs (decision making). Concepts discussed: scarcity and choice, trade off, value (judgment), opportunity cost, efficiency and equity. And the relationship(s) between these concepts.
	1.2 identify the four factors of production and the income return to each type of factor.	Factors: Income: 1. labor ← → wages 2. capital ← → interest 3. land ← → rent 4. entrepreneurship ← → profit
	1.3 differentiate between economic theory and economic policy	Economic theory: a formal explanation of the relationship between economic variables. A theory gives a reason why something is happens, offers a cause-an-effect interpretation for a set of events, or shows the effect on one variable when another changes. Economic policy: a guide to a course of action. Usually to address an economic problem or change an economic condition. Economic policy is the result of a decision by a policymaker.

Unit	Hospitality & Tourism	
End qualification	**3 Associate of Science Degree Hospitality Management**	
Qualification	**33-4 Business**	
Subject	**ECO 33-451 Economics**	
ECO 33-451	The student must be able to:	
1.Introduction to Economics (continue)	1.4 illustrate and explain the basic problem of scarcity using the production possibilities model.	Draw a production possibilities curve and explain how it illustrate the tradeoffs, or choices, that must be made when an economy is operating at full employment.
	1.5 distinguish macroeconomics and microeconomics	Give a brief explanation of the difference between macro – and microeconomics, and mention some topics relevant to each.
2. Economic Decision making and Economic Systems	2.1 list and explain the three (3) basic economic choices that must be made in every society because of scarcity.	• What goods and services to produce and in what quantities? • How to produce these goods and services, or how to use the economy's resources? • Who gets these goods and services?
	2.2 describe the differences among traditional, market and planned economies, and how the basic economic choices are made in each of these systems.	Describe each of the basic economic systems, their characteristics, strenghts and weaknesse. Describe a mixed economy.
	2.3 explain how market economies are structured and how they operate.	Draw and explain the circular flow of economic activity model.
	2.4 explain various concepts related to market economies.	Important concepts: price system, private property rights, free enterprise, capitalism, markets, output markets, input markets.
	2.5 explain why, where and how government intervenes in mixed economies.	Mixed economy: an economic system with some combination of market and centralized decision making. Mixed economies arise in response to planning and market failures. Countries around the world have a mixed economy.

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Unit	Hospitality & Tourism	
End qualification	**3 Associate of Science Degree Hospitality Management**	
Qualification	**33-4 Business**	
Subject	**ECO 33-451 Economics**	
ECO 33-451	The student must be able to:	
2. Economic Decision making and Economic Systems (continue)	2.6 give a brief description of concepts related to economic systems	Capitalism versus socialism ; laissez-faire capitalism, the invisible hand doctrine
	2.7 realize that economic systems change.	Examples of changes in economic systems (all over the world)
3. Demand, Supply, and Price Determination	3.1 explain what economist mean by demand and supply and how they work. (using schedules and graphs)	• Demand: the buyer's side: • Definition of Demand • The Demand Schedule • The Demand Curve • Supply: the seller's side: • Definition of Supply • The Supply Schedule • The Supply Curve
	3.2 explain how demand and supply are affected by changes in price factors.	The Law of Demand: there is an inverse relationship between the price of a product and the quantity demanded. The Law of Supply: there is a direct relationship between the price of a product and the quantity supplied.

Unit	Hospitality & Tourism	
End qualification	**3 Associate of Science Degree Hospitality Management**	
Qualification	**33-4 Business**	
Subject	**ECO 33-451 Economics**	
ECO 33-451	The student must be able to:	
3. Demand, Supply, and Price Determination (continue)	3.3 explain how demand and supply are affected by changes in non-price factors.	Non-price factors influencing Demand: • Taste, fashion, popularity • Buyers' income • Buyers' expectations regarding future income, prices, or availability • Prices of substitute products • Prices of complementary products • The number of buyers in the market Non-price factors influencing Supply: • The cost of producing an item • Expectations about future market conditions • Other items the seller does, or could, supply (alternatives) • The number of sellers in the market.
	3.4 draw the demand curve, and show how and explain why this curve will shift as a result of non-price influencing	Increase in demand : → curve shifts to the right Decrease in demand: → curve shifts to the left.
	3.5 draw the demand curve, and show how and explain why this curve will shift as a result of non-price influencing	Increase in supply → curve shifts to the right Decrease in supply: → curve shifts to the left.

Unit	Hospitality & Tourism	
End qualification	**3 Associate of Science Degree Hospitality Management**	
Qualification	**33-4 Business**	
Subject	**ECO 33-451 Economics**	
ECO 33-451	The student must be able to:	
3. Demand, Supply, and Price Determination (continue)	3.6 draw the demand curve and supply curve in one graph, showing the market equilibrium at the intersection of the two curves.	Explain how demand and supply interact in markets to determine prices. (equilibrium price and quantity) Equilibrium Price and Quantity: the price and quantity where demand equals supply; price and quantity towards which a free market automatically moves. (also called Market Clearing Price)
	3.7 explain (and demonstrate in graph) how changes in prices can result in shortages and surpluses in a market.	Changes in prices result in changes in quantities demanded and supplied. This will result in shortages/surpluses Shortage: Qty demanded > Qty supplied Surplus: Qty demanded < Qty supplied
	3.8 explain how governments can interfere with free pricing by setting upper or lower limits on prices.	Price ceiling: upper price limit. Price floor: lower price limit. The effects of these price changes.

Unit	Hospitality & Tourism	
End qualification	**3 Associate of Science Degree Hospitality Management**	
Qualification	**33-4 Business**	
Subject	**ECO 33-451 Economics**	
ECO 33-451	The student must be able to:	
3. Demand, Supply, and Price Determination (continue)	3.9 understand and calculate the price elasticity	Price Elasticity measures buyers' and sellers' sensitivities to price changes. Factors affecting price elasticity of demand and of supply. PE of demand (or supply) is calculated by dividing the percentage change in quantity demanded (or supplied) by the percentage change in price. If the Price Elasticity >1 means that the demand (or supply) is elastic. If the Price Elasticity <1 means that the demand (or supply) is inelastic. If the Price Elasticity =1 means that the demand (or supply) is unitary elastic.
4. The Macro economy	4.1 explain what "macroeconomics" is and list the three fundamental areas on which macroeconomics focuses.	The study of the operation of the economy as a whole. Employment Prices Production
	4.2 to give a brief explanation of different "macroeconomic" situations, concepts and topics.	Employment: causes and consequences Types of unemployment Inflation: causes and consequences Measuring inflation: price indexes Full production and Economic growth Measuring production (GDP)

Unit	Hospitality & Tourism	
End qualification	3 Associate of Science Degree Hospitality Management	
Qualification	33-4 Business	
Subject	ECO 33-451 Economics	
ECO 33-451	The student must be able to:	
5. Foundations of the Macro economy	5.1 explain what business cycles are and how total spending can affect the economy	Economic fluctuations (cause-and-effect) Total spending: • households • businesses • government, and • foreign sector.
	5.2 mention how government can influence spending	Three (3) areas: • the purchase of goods and services • transfer payments • taxes How they affect economic activity. The multiplier effect. Expectations and their effect.
6. The role of government in the Macro economy	6.1 identify the mayor expenditures and revenues of a government	Categories of expenditures Sources of revenues
	6.2 distinguish among progressive, proportional, and regressive taxes	Fiscal policy (government budget)
	6.3 define a surplus, balanced, and deficit budget and give a brief explanation of the economic impact of each.	Balanced budget / Surplus budget National debt
7. Money and Financial Institutions	7.1 define money and give a brief explanation of the functions of money.	Medium of exchange Measure of value Method for storing wealth and delaying payment
	7.2 explain the importance of the financial institutions	Agencies regulating commercial banks (responsibilities and tasks/functions) Commercial banks Savings associations Credit Unions

Unit	Hospitality & Tourism	
End qualification	**3 Associate of Science Degree Hospitality Management**	
Qualification	**33-4 Business**	
Subject	**ECO 33-451 Economics**	
ECO 33-451	The student must be able to:	
8. Money creation, Monetary Theory and Monetary Policy	8.1 briefly explain the relationship between the economy's money supply and output, employment, and prices	
	8.2 briefly explain how money is created and destroyed through the loan-making activities of financial institutions	
	8.3 briefly explain the role of the interest rate in encouraging or discouraging borrowing	
9. Macroeconomic viewpoints and models	9.1 explain that there are several major macroeconomic models with different assumptions that focus on different relationships, and to recognize the historical dimension of macroeconomic theory.	Macroeconomic model building. What is a model? Assumptions, variables, data …weaknesses
	9.2 explain the fundamental relationships of the classical, new classical, Keynesian, new-Keynesian, and monetarist schools of thought.	- Adam Smith - John Maynard Keynes - Milton Friedman - Phillips curve Open versus closed economy
10. The Micro economy Households and Businesses	10.1 define the basic objective of economic decision making by individuals (households)	Sources and sizes of household income. Types of household expenditures. Maximizing economic well-being Utility: maximizing satisfaction from consuming goods and services.
	10.2 distinguish the legal forms of businesses and explain their differences	• Proprietorship, • Partnership, and • Corporation
	10.3 identify business ownership of other businesses.	• Conglomerate merger • Vertical Merger • Horizontal Merger • Holding Company
	10.4 explain the goal of profit maximization.	Revenues versus profit (loss)

Unit	Hospitality & Tourism	
End qualification	**3 Associate of Science Degree Hospitality Management**	
Qualification	**33-4 Business**	
Subject	**ECO 33-451 Economics**	
ECO 33-451	The student must be able to:	
11. Benefits, cost and Maximization	11.1 explain the decision making based on the balancing of benefits and costs by individuals (households)	Defining benefits and costs Utility; satisfaction Opportunity cost Marginal Benefit/Utility Total Benefit/Utility The Law of Diminishing Marginal Utility Marginal Cost Total Cost Maximizing satisfaction
12. Production and the costs of production.	12.1 explain the nature and importance of production methods	Producing sectors and Industries Production function: input → output Efficiency (least cost)
	12.2 explore the relationship between production methods and technology	Technology Short run <> Long run (time frame) The costs of production
	12.3 explain the behavior of production costs as the level of output changes in the short run and in the long run	Short-run vs. Long-run production Different types of production costs. The change in the behavior of costs as the level of output changes. Marginal costs The Law of Diminishing Returns Economies of scale
13. Competition and Market Structures	13.1 explain how a firm's pricing and profit behavior are related to the amount of competition it faces in the market.	Define a market (boundaries)
	13.2 define the basic characteristics of the four (4) market structures	- Pure competition - Monopolistic competition - Oligopoly - Monopoly

Unit	Hospitality & Tourism	
End qualification	3 Associate of Science Degree Hospitality Management	
Qualification	33-4 Business	
Subject	ECO 33-451 Economics	
ECO 33-451	The student must be able to:	
13. Competition and Market Structures (continue)	13.3 explain the behavior of firms in each of the four (4) market structures	- Control over price - Non-price competition - Long-run costs, profit, and efficiency
14. Government and the Markets	14.1 name the main forms of, and some reasons for, government intervention into the operation of markets	- Antitrust Enforcement - Regulation Reasons: ensure competition, take advantage of efficiencies resulting from large-scale operations, and provide security to sepific groups.
	14.2 to explain the purpose of antitrust enforcement	Promote the operation of market forces by limiting certain practices that reduce competition.
	14.3 to identify and explain the different forms of regulation	Industry regulation Social regulation
15. Labor markets, unions, and the distribution of income	15.1 to explain the supply and demand for labor	Labor: supply and demand Other considerations
	15.2 to describe the role(s) of unions	Labor unions / Craft unions Collective bargaining
16. International Trade	16.1 explain "international trade" and "international economics"	Import and export Effects on production, employment, and prices in the trading countries.
	16.2 to explain the principle of comparative advantage	Cost advantage in comparison to other countries;
	16.3 to mention and explain the benefits of specialization	Concentration on a narrow range of tasks or a limited variety of goods and services.
	16.4 to explain what is meant with "free trade" and mention some arguments in its favor	No restrictions to import and export

Unit	Hospitality & Tourism	
End qualification	**3** **Associate of Science Degree Hospitality Management**	
Qualification	**33-4** **Business**	
Subject	**ECO 33-451 Economics**	
ECO 33-451	The student must be able to:	
16. International Trade (continue)	16.5 to explain protectionism, mention some arguments in its favor and name a few tools for restricting trade.	- infant industry - protection of domestic employment and output; - diversification - national security Other policies: trade subsidies and dumping Trade agreements among nations, such as IMF, GATT, EU, NAFTA, WTO
17. International Finance	17.1 to explain exchange rates and how they are determined	Fixed and flexible exchange rates. Foreign exchange markets. Factors that cause exchange rates to fluctuate.
	17.2 to identify the major categories of international financial transactions and their interrelationships	Current Account Concept of "balance of trade" Surplus vs. Deficit Capital account Balancing the accounts Debt problems.

Unit	Hospitality & Tourism	
End qualification	3. Associate of Science Degree Hospitality Management	
Qualification	33-4 Business	
Subject	HFS 33-441 F&B Cost Control	Contents and/or comments
HFS 33-441	The student must be able to:	
1.The challenge of Food and Beverage operations	1.1 distinguish commercial from non-commercial food service operations.	Travel & tourism industry Hospitality segment
	1.2 describe the basic responsibilities of line and staff managers in a full-service hotel.	Hotel organization • Rooms division • Human resources • Accounting • Engineering & maintenance • Security • Marketing & sales • Food & beverage
	1.3 identify characteristics that distinguish hotel food and beverage operations from freestanding restaurant operations.	Location Operating hours Visibility Involvement
	1.4 distinguish revenue centers from support centers in hospitality organizations	Revenue centers • Generate revenue • "Buy" products • Identification and separation of revenue and expenses by revenue centers Support centers • Support revenue centers • Provide revenue centers with needed materials

Unit	Hospitality & Tourism	
End qualification	**3. Associate of Science Degree Hospitality Management**	
Qualification	**33-4 Business**	
Subject	**HFS 33-441 F&B Cost Control**	**Contents and/or comments**
HFS 33-441	The student must be able to:	
2. The Control Function	2.1 identify the resources managers use to attain organizational objectives.	Resources • People • Money • Products • Time • Procedures • Energy • Facilities • Equipment Objectives • Profit & cost • Financial strength • Marketing • Management & employee interests • Professional obligations • Societal concerns
	2.2 describe the management process in terms of the functions.	Planning Organizing Coordinating Staffing Supervising Controlling Evaluating
	2.3 identify the tools managers use to plan organizational objectives.	Vision Mission Long-range plan Business plan Marketing plan Operating budget

Unit	Hospitality & Tourism	
End qualification	**3. Associate of Science Degree Hospitality Management**	
Qualification	**33-4 Business**	
Subject	**HFS 33-441 F&B Cost Control**	**Contents and/or comments**
HFS 33-441	The student must be able to:	
2. The Control Function (continue)	2.4 explain how control procedures help managers assess operational results.	Evaluate task performance Assess the effect of changes Identify problems Locate problems Identify mistakes
	2.5 describe the basic steps in the control process.	Establish standards • Sources • Effectiveness Measure actual operating results • Simple; easy to collect • Collected correctly • Compatible • Consistent • System checks Compare actual results with standards • Frequent • Routine • Different time frames • As soon as possible Take corrective action Evaluate corrective action Determine goals • Timing • Objective and rational Reconsider

Unit	Hospitality & Tourism	
End qualification	3. Associate of Science Degree Hospitality Management	
Qualification	33-4 Business	
Subject	HFS 33-441 F&B Cost Control	Contents and/or comments
HFS 33-441	The student must be able to:	
2. The Control Function (continue)	2.6 identify issues that managers consider when designing control systems	Accuracy Timeliness Objectivity Consistency Priority Cost Realism Appropriateness Flexibility Specificity Acceptability
3. Determining Food and Beverage Standards	explain how managers use standard purchase specifications as cost control tools.	Fewer products required Reduced purchase costs Supplier competition Time and effort Minimum qualities become maximum qualities
	explain how managers use standard recipes and portion control techniques as cost control tools.	Ingredients summary Required quantities Preparation procedures Portion size and equipment Preparation information Correct amounts More effective scheduling Less supervision Production assurance
	3.3 determine standard yields for food products.	Yield test • Grade • Original weight Preparation & cooking methods

Unit	Hospitality & Tourism	
End qualification	**3. Associate of Science Degree Hospitality Management**	
Qualification	**33-4 Business**	
Subject	**HFS 33-441 F&B Cost Control**	**Contents and/or comments**
HFS 33-441	The student must be able to:	
3. Determining Food and Beverage Standards (continue)	3.4 calculate the cost per servable pound (#) of a food product.	yield percentage servable weight original weight
	3.5 use an adjustment factor to increase or decrease the yield from a standard recipe.	desired yield original yield
	3.6 calculate standard portion costs and standard dinner costs for food items on the basis of standard recipes and standard portion sizes.	value price quality portion control tools standard dinner cost worksheet food cost percentage
	3.7 explain how managers use standard food and beverage costs and ideal food and beverage costs to evaluate actual results of operations	standard food cost percentage sales history information standard costs per meal expected food costs ideal cost
4. Operations budgeting and Cost-Volume Analysis.	4.1 describe the importance and function of an operating budget as a planning and control tool.	forecasting budgeted food cost percentage revenue profit operating expenses
	4.2 distinguish bottom-up budgeting form top-down budgeting	unit level corporate level ownership
	4.3 identify factors that managers consider when projecting revenues in the budgeting process.	food revenues beverage revenues monthly or weekly revenue histories current factors economic variables derived demand special concerns

Unit	Hospitality & Tourism	
End qualification	3. Associate of Science Degree Hospitality Management	
Qualification	33-4 Business	
Subject	HFS 33-441 F&B Cost Control	Contents and/or comments
HFS 33-441	The student must be able to:	
4. Operations budgeting and Cost-Volume Analysis (continue).	4.4 identify how fixed, variable and mixed costs change in response to changes in the sales volume of a food and beverage operation	Fixed costs remain constant in the short run Variable costs vary in relation to business volume Mixed costs have both fixed and variable cost elements
	4.5 distinguish the mark-up method from the percentage method of estimating expenses in the budgeting process.	Mark-up method is based on the current expense level Percentage method is based on the current percentages
	4.6 calculate and interpret variances for revenue and expense items for food and beverage operations.	Control tool Assessing results Long term
	4.7 given relevant cost factors, use a cost-volume-profit equation to calculate the revenues required to reach desired profit levels.	Breakeven analysis Relationship among costs, revenue, and profits Assumptions and limitations • Fixed costs remain constant • Variable costs vary directly with revenue • Revenue relates directly to volume • All costs divided into fixed costs or variable costs • Only quantitative factors considered Basic CVP equation Variations of CVP analysis

Unit	Hospitality & Tourism	
End qualification	3. Associate of Science Degree Hospitality Management	
Qualification	33-4 Business	
Subject	HFS 33-441 F&B Cost Control	Contents and/or comments
HFS 33-441	The student must be able to:	
5. The Menu: The Foundation for Control	5.1 explain how a system of food service control points helps managers carry out critical functions on a daily basis.	Menu planning Purchasing Receiving Storing Issuing Preparing Cooking Holding Serving
	5.2 calculate a base-selling price for menu items using simple mark-up pricing methods.	Ingredients mark-up method Base selling price Prime-ingredient mark-up method Mark-up with accompaniment costs method Price multiplier Contribution margin
	5.3 calculate a base-selling price for menu items using the contribution margin pricing method.	Average contribution margin required per Guest Nonfood costs Required profit Number of expected guests Base selling price Ease and practically
	5.4 calculate a base selling price for menu items using the ratio pricing method (%).	Ratio of food costs to other costs plus profit Standard food cost Operating budget requirements Value
	5.5 describe important pricing considerations that affect the final selling price of menu items.	Supply and demand Volume of business Prices charged by the competition Elasticity of demand

Unit	Hospitality & Tourism	
End qualification	3. Associate of Science Degree Hospitality Management	
Qualification	33-4 Business	
Subject	HFS 33-441 F&B Cost Control	Contents and/or comments
HFS 33-441	The student must be able to:	
5. The Menu: The Foundation for Control (continue)	5.6 explain the menu engineering method for pricing food and beverage items.	Popularity Profitability Stars Plowhorses Puzzles Dogs Menu mix Improving the menu
6. Designing Effective F&B Control Systems	6.1 explain how effective purchasing practices affect the bottom line of a food and beverage operation.	Cost control Goals
	6.2 describe procedures related to the purchasing cycle and identify purchasing responsibilities within a food and beverage operation.	Issue requisition Recorder point Purchase order or purchase record Delivery invoice Storeroom Audit trail Purchasing agent
	6.3 identify factors that food and beverage managers should consider when selecting a supplier.	Location Quality of supplier's operation Technical ability of supplier's staff Value Compatibility Honesty & fairness Delivery personnel

Unit	Hospitality & Tourism	
End qualification	3. Associate of Science Degree Hospitality Management	
Qualification	33-4 Business	
Subject	HFS 33-441 F&B Cost Control	Contents and/or comments
HFS 33-441	The student must be able to:	

6. Designing Effective F&B Control Systems (continue)	6.4 identify factors that food and beverage managers should assess when purchasing food products.	Quality
		Standard purchase specification
		    Minimum quality requirements
		    Operation's needs
		    No limit of acceptable suppliers
		Food sample data sheet
		Quantities
		Popularity of menu items
		Product cost concerns
		Available storage space
		Safety level
		Supplier constraints
		Perishable products

	6.5 calculate the quantities of food products to purchase using the minimum/maximum ordering system.	Minimum inventory level Maximum inventory level Usage rate Lead-time quantity Order point
	6.6 identify security concerns related to the purchasing function.	Kickbacks Fictitious companies Reprocessing Delivery invoice errors Credit memo problems Quality substitutions Purchaser theft

Unit	Hospitality & Tourism	
End qualification	3. Associate of Science Degree Hospitality Management	
Qualification	33-4 Business	
Subject	HFS 33-441 F&B Cost Control	Contents and/or comments
HFS 33-441	The student must be able to:	
6. Designing Effective F&B Control Systems (continue)	6.7 describe actions that managers can take to reduce the cost of the purchasing function.	Negotiate prices Review quality standards Evaluate the need to purchase convenience products Discontinue unnecessary supplier services Combine offers Purchase in larger quantities Pay cash Change purchase unit size Consider cooperative purchasing Consider promotional discounts

	6.8 describe receiving control procedures.	Check incoming products against:
		        Purchase orders or purchase
		        records
		            Standard purchase specifications
		            Delivery invoices
		Accept incoming products
		Move accepted products to storage immediately
		Complete necessary receiving documents
		Request-for-credit memos
		Marking procedures
		Security concerns
		Computerized receiving systems

7. Storing and Issuing Controls	7.1 identify the objectives of a storage system for food service operations.	Security from theft Product quality Financial accounting information
	7.2 explain how an inventory classification system helps food service managers design cost-effective inventory control procedures.	Inventory control ABCD inventory classification system

Unit	Hospitality & Tourism	
End qualification	3. Associate of Science Degree Hospitality Management	
Qualification	33-4 Business	
Subject	HFS 33-441 F&B Cost Control	Contents and/or comments
HFS 33-441	The student must be able to:	
7. Storing and Issuing Controls (continue)	7.3 distinguish between "directs" and "stores" in relation to the inventory systems of food and beverage operations.	Directs Stores Defining storage areas

	7.4 describe procedures for maintaining product quality during storage.	Product rotation
		      FIFO inventory rotation
		Properly controlled environment
		      Dry temperature
		      Refrigerated temperature
		      Freezer temperature
		Sanitation practices
		Proper storage

	7.5 calculate an inventory turnover rate.	Non-productive inventory Inventory turnover rate Average inventory

	7.6 distinguish a physical inventory system from a perpetual inventory system.	Physical inventory
		      What products should be considered
		      How should monetary value be assigned
		      LIFO inventory valuation
		      FIFO inventory valuation
		      How should cost of certain items be handled
		      What counting procedures should be used
		Perpetual inventory
		      Running balance
		      All products
		      Expensive items or large quantities

Unit	Hospitality & Tourism	
End qualification	3. Associate of Science Degree Hospitality Management	
Qualification	33-4 Business	
Subject	HFS 33-441 F&B Cost Control	Contents and/or comments
HFS 33-441	The student must be able to:	
7. Storing and Issuing Controls (continue)	7.7 identify the objectives of issuing systems for food service operations and describe issuing-control procedures.	Limit access Match items removed with production requirements Assess quantities and costs of products Issuing procedures Food requisition/issue process Computer-generated issue quantities
8.Production and Serving Controls	8.1 analyze trends to estimate food production requirements.	Sales history records Time series analysis
	8.2 use the weighted time series method to estimate food production requirements.	Time series analysis Weight Trends
	8.3 describe the importance and function of food production planning.	Preparing Cooking Holding Production requirements Production plans Food purchasing Beverage production planning
	8.4 identify important control procedures for food and beverage service areas.	The server and the quest Server responsibilities General service procedures Service control factors

Unit	Hospitality & Tourism	
End qualification	3. Associate of Science Degree Hospitality Management	
Qualification	33-4 Business	
Subject	HFS 33-441 F&B Cost Control	Contents and/or comments
HFS 33-441	The student must be able to:	
8.Production and Serving Controls (continue)	8.5 describe the features and functions of an automated beverage control system.	Order entry devices Delivery network Dispensing units Management consideration
9. Calculating Actual F&B Costs	9.1 calculate the basic monthly cost of sales for food and beverages.	Actual food and beverage costs Cost of sales Basic calculation Sources of information
	9.2 use the FIFO method to calculate the value of products in inventory.	Value issues by assigning costs in order Value inventory by assigning recent cost first
	9.3 use the LIFO method to calculate the value of products in inventory.	Value issues by assigning most recent cost first Value inventory by assigning costs in order

Unit	Hospitality & Tourism	
End qualification	3. Associate of Science Degree Hospitality Management	
Qualification	33-4 Business	
Subject	HFS 33-441 F&B Cost Control	Contents and/or comments
HFS 33-441	The student must be able to:	
9. Calculating Actual F&B Costs (continue)	9.4 use the weighted average method to calculate the value of products in inventory.	Weighting prices
	9.5 identify adjustments used to calculate a monthly net cost of sales.	Food transfers Beverage transfers Transfer memo Employee meals Complimentary food and beverages
10. Control Analysis, Corrective Action, and Evaluation	10.1 identify the types of standards that food and beverage managers use to evaluate the results of operations.	The comparison process Industry averages Past financial statements Operating budgets Specific property requirements

Unit	Hospitality & Tourism	
End qualification	**3. Associate of Science Degree Hospitality Management**	
Qualification	**33-4 Business**	
Subject	**HFS 33-441 F&B Cost Control**	**Contents and/or comments**
HFS 33-441	The student must be able to:	
10. Control Analysis, Corrective Action, and Evaluation (continue)	10.2 explain how managers determine which variances from cost standards should be thoroughly analyzed.	Dollar measurements Management time Priorities
	10.3 identify factors food and beverage managers consider when analyzing variances between standard costs and actual costs.	Change in the current sales mix Increase in food and beverage purchase prices Revisions to recordkeeping procedures Changes to the method of generating financial reports Changes to the way revenue is collected
	10.4 identify factors food and beverage consider when taking corrective action to control operations.	The probability of success Al costs must be known Knowledge of what has worked in the past Chosen plan must be possible Compromise Alternatives on a limited basis Study similar operations Review books and articles Discuss problems with peers from other properties Assign responsibility

Unit	Hospitality & Tourism	
End qualification	3. Associate of Science Degree Hospitality Management	
Qualification	33-4 Business	
Subject	HFS 33-441 F&B Cost Control	Contents and/or comments
HFS 33-441	The student must be able to:	
11. Revenue Control	11.1 describe revenue control procedures typical of food and beverage operations.	Requisition slips Duplicate guest check system Guest check audit

	11.2 distinguish server banking from cashier banking systems.	Server banking system
		        Servers use their own banks
		        Servers retain revenue until they
		        check out
		        Locking cash boxes provided
		        Totals tallied form all guest checks
		        assigned to the servers
		Cashier banking system
		        Guests pay server who pays
		        cashier
		        Cashier keys each item into the
		        register
		        Register tallies the items and
		        prints the total
		        Daily cashier's report

12. Preventing Theft of Revenue	12.1 describe some of the ways bartenders can steal.	Misuse of the bar cash register
		        No-ring sales
		        Under-ringing
		        Bunched sales
		        Substituting bottle of sales for
		        drink sales
		        Misuse of guest checks
		        Substituting stolen bank checks or
		        credit card vouchers

Unit	Hospitality & Tourism	
End qualification	3. Associate of Science Degree Hospitality Management	
Qualification	33-4 Business	
Subject	HFS 33-441 F&B Cost Control	Contents and/or comments
HFS 33-441	The student must be able to:	
12. Preventing Theft of Revenue (continue)		Mixing revenue with tips "Borrowing" form the register Stealing form other bartenders Misuse of beverage products Under-pouring drinks Diluting liquor bottles Substituting lower-quality liquor for call brands Pouring drinks from private bottles Misrepresenting sales as spilled, complimentary, or returned Collusion with beverage severs Collusion with food production employees Pouring free drinks
	12.2 describe some of the ways food and beverage servers can steal.	Reusing checks Under adding, deleting, over-adding Falsely claiming lost checks or guest walkouts Collecting revenue for a beverage charge and stealing the money Lying about a dissatisfied guest Pocketing income from unrecorded food or beverages
	12.3 explain how shopper services work and why food and beverage operations use them.	Shopper posing as a guest Staff knowledge may deter theft Shopper training Shoppers as marketing consultants
	12.4 describe cash control procedures appropriate for food and beverage operations.	Preventing theft of bank deposit funds Preventing theft when bills are paid Preventing bookkeeper theft Service control factors

Unit	Hospitality & Tourism	
End qualification	**3. Associate of Science Degree Hospitality Management**	
Qualification	**33-4 Business**	
Subject	**HFS 33-441 F&B Cost Control**	**Contents and/or comments**
HFS 33-441	The student must be able to:	

13. Labor Cost Control	13.1 describe how food and beverage managers use staffing tools such as job descriptions, job specifications, and organization charts in planning for labor cost control.	Job descriptions
		        Summarize each job
		        List major tasks
		        Indicates the employee's
		        supervisor and whom the
		        employee supervises
		        Task oriented
		Job specifications
		        Personal qualities necessary for
		        the job
		Organization charts
		        Show relationships among all
		        positions
		Illustrate the chain of command

	13.2 describe how food and beverage managers use recruitment and selection tools to ensure that the most qualified applicants are hired for open positions.	Sources of job applicants Application form Employee interviews Reference checks Selection tests Supervisor interview Hiring decision

Unit	Hospitality & Tourism	
End qualification	3. Associate of Science Degree Hospitality Management	
Qualification	33-4 Business	
Subject	HFS 33-441 F&B Cost Control	Contents and/or comments
HFS 33-441	The student must be able to:	

13. Labor Cost Control (continue)	13.3 explain how orientation programs, training programs, and employee performance evaluations help control labor costs.	Orientation
		    Sets the tone
		    Employee handbook
		    Forms assembled
		    Tour
		    Workstation viewed
		    Trainer selected and training plans developed
		    Adjusted supervision
		Training process
		    Job knowledge
		    Job skills
		    Job attitudes
		    Training material
		    Training evaluation
		    Training time
		Employee supervision
		    Understand the employee as an individual

Unit	Hospitality & Tourism	
End qualification	**3. Associate of Science Degree Hospitality Management**	
Qualification	**33-4 Business**	
Subject	**HFS 33-441 F&B Cost Control**	**Contents and/or comments**
HFS 33-441	The student must be able to:	
13. Labor Cost Control (continue)		Fit people to jobs Support employees Provide adequate training Be fair and reasonable Ensure employee safety Provide example of acceptable behavior Employee evaluation Identify objective, measurable factors of job performance Explain the performance evaluation process to employees Collect appropriate performance data Discuss job performance with the employee Permit the employee to express views Stress the employee's strong points Obtain commitment to work together on improving performance Conduct formal appraisals every six months
	13.4 explain how food and beverage managers use techniques such as job rotation, job enlargement, and job enrichment to increase productivity and employees' interest in work.	Job rotation Reduced boredom New positions of interest More efficient work Job enlargement More tasks included in a job Job enrichment Generate interest, involvement, and challenge More motivation

Unit	Hospitality & Tourism	
End qualification	**3. Associate of Science Degree Hospitality Management**	
Qualification	**33-4 Business**	
Subject	**HFS 33-441 F&B Cost Control**	**Contents and/or comments**
HFS 33-441	The student must be able to:	
14. Implementing Labor Cost Controls	14.1 explain how food and beverage managers determine labor standards.	Quality requirements Unit of measurement Consistent Simple Compatible with the accounting system Labor expressed in dollars or hours
	14.2 identify factors food and beverage managers consider when constructing a staffing guide.	Incorporates labor standards Indicates the number of labor hours needed for each position Helps establish standard labor costs Property-specific Productivity rates of good employees set standards Staffing guide changed as employees become more efficient Standard labor dollars consistent

	14.3 distinguish between fixed and variable labor in relation to food and beverage operations.	Fixed labor
		          Minimum labor required
		          regardless of business volume
		          Determining requirements
		          Established by department
		          Salaried labor costs
		Variable labor
		Additional labor needed after a certain volume of business is reached

	14.4 explain how food and beverage managers use staffing guides as labor scheduling tools.	Labor hours or dollars Schedule worksheets Staggered work schedules Full-time versus part-time Temporary employees

Unit	Hospitality & Tourism	
End qualification	3. Associate of Science Degree Hospitality Management	
Qualification	33-4 Business	
Subject	HFS 33-441 F&B Cost Control	Contents and/or comments
HFS 33-441	The student must be able to:	
14. Implementing Labor Cost Controls (continue)	14.5 explain how food and beverage managers use staffing guides as labor cost control tools.	Compare actual hours worked with scheduled hours Variance analysis Weekly department labor report Compare actual labor costs to budgeted labor costs Corrective action

Unit	Hospitality & Tourism	
End qualification	3. Associate of Science Degree Hospitality Management	
Qualification	33-4 Business	
Subject	HMT 33- 461 Hospitality Legal Environment	Contents and/or comments
HMT 33-461	The student must be able to:	
1.Common Law Basis for Laws Governing the Hotelkeeper	1.1 describe the development of rules regarding the rights and liability of innkeepers under the common law system.	Common law rules evolved from early English Common law system developed during Middle Ages Common law rules re: inn keeping Influences which modified common law rules
	1.2 provide examples of common law rules uniquely applicable to innkeepers.	Innkeepers must provide available accommodations Innkeepers are insurers
	1.3 explain why the laws of two states may differ with regard to essentially the same general issue	Each state court independent of other state jurisdictions
	1.4 describe any legal distinctions that may be made in the terms "hotel", "inn", and "motel".	Hotel, motel, and inn Laws applying to hotels apply to motels Various statutes define "hotel" differently
2. Law of Contracts	2.1 identify the elements necessary in the formation of a contract.	Guest reservation is a contract In everyday business, innkeepers enters contracts Define contract Offer, acceptance, consideration Four elements essential to form contract
	2.2 define "offer", "acceptance", and "consideration".	Define offer, acceptance, and consideration
	2.3 explain the differences between express and implied contracts	Express an implied contracts
	2.4 distinguish between bilateral and unilateral contracts.	Bilateral and unilateral contracts Essential distinction between them
	2.5 define "void", "void-able", and "unenforceable" contracts.	Void contracts Voidable contracts Unenforceable contracts
	2.6 explain why statutes of limitations have been enacted.	Statutes of limitations

Unit	Hospitality & Tourism	
End qualification	3. Associate of Science Degree Hospitality Management	
Qualification	33-4 Business	
Subject	HMT 33- 461 Hospitality Legal Environment	Contents and/or comments
HMT 33-461	The student must be able to:	
3. Law of Torts	3.1 distinguish between a tort and a crime.	Distinguish between tort and crime Tort may involve injury or damage to property Tort may involve negligence
	3.2 define negligence.	Definition of negligence Failure to act with reasonable care may constitute tort Injured guest may have right to sue
	3.3 explain the four elements necessary to bring an action based in tort.	Four elements necessary to bring action based in tort
3. Law of Torts (continue)	3.4 Explain the doctrine of "Res Ipsa Loquitor".	Res Ipsa Loquitor Hotel legally obligated to protect guest
	3.5 describe the concept of contributory negligence.	Contributory negligence Party can't collect if negligent in any way
	3.6 explain the rule of comparative negligence, and distinguish between the two types of negligence.	Comparative negligence Injured party may collect even if somewhat negligent "Pure" form "50%" form
4. Hotel Duties	4.1 describe a hotel's duty under the common law to receive guests.	Hotel-keeping is "public employment: Common law duty to receive guests
	4.2 explain how hotels come under the coverage of the civil rights act of 1964.	Civil Rights Act of 1964 "Public accommodations" Interstate commerce
	4.3 explain the remedies allowed an aggrieved person under the civil rights act of 1964.	"Preventive relief": injunction or awarding attorney's fees Attorney General intervention
	4.4 describe a hotel's further obligations under state civil rights law.	State civil rights laws Civil damages Criminal penalties
	4.5 explain a hotel's duty to receive married women and minor children.	Married women or minor children Obligation of husband or father "Necessaries"

Unit	Hospitality & Tourism	
End qualification	3. Associate of Science Degree Hospitality Management	
Qualification	33-4 Business	
Subject	HMT 33- 461 Hospitality Legal Environment	Contents and/or comments
HMT 33-461	The student must be able to:	
4. Hotel Duties (continue)	4.6 list the circumstances under which a hotel may refuse to receive a guest.	When hotel has right to refuse guests
	4.7 indicate possible liabilities for a hotel's wrongful refusal to receive a guest	Civil actions for wrongful refusal Criminal charges in some states
	4.8 describe anti-discrimination restrictions on hotel advertising.	Circulars, advertising, or letters cannot contain statements or any implications that certain guests are considered undesirable or might be refused on account of race, creed, color, or national origin.
	4.9 list the materials points that must be present to constitute a binding agreement between a hotel and a prospective guest.	Binding reservation agreement: intent and mater points (date, rate, number of rooms and persons, nature of accommodations)
5. Guest Reservations	5.1 explain the basis for a hotel's liability for not honoring a reservation.	General contract law Liability for breach Oral or written agreement
	5.2 indicate the damages a guest may sue for if a hotel fails to furnish reserved accommodations.	Guest suit for damages
	5.3 describe laws on overbooking.	Legislation on overbooking
6. Convention and Group Contract	6.1 list the major items that should be included in a written contract between a hotel and its convention or group travel clients.	What hotel will provide What client will do Cost to the group or convention Payment dates "Protection clauses"
	6.2 identify the types of insurance that a hotel might advise a convention or group travel client to carry.	Insurance provided by client Insurance for independent contractors Worker's compensation General liability No-show insurance
7. The Guest's Right to Privacy	7.1 explain a hotel's affirmative duty not to allow unregistered and unauthorized third parties access to guestrooms.	Guest's rights to privacy and peaceful possession Hotel has access for routing housekeeping and emergencies
	7.2 describe the guest's constitutional protection against unreasonable search and seizure and warrantless searches.	Search warrant Unreasonable search and seizure

Unit	Hospitality & Tourism	
End qualification	3. Associate of Science Degree Hospitality Management	
Qualification	**33-4 Business**	
Subject	**HMT 33- 461 Hospitality Legal Environment**	**Contents and/or comments**
HMT 33-461	The student must be able to:	
7. The Guest's Right to Privacy	7.3 explain the concept of a guest's right to privacy as it relates to the hotel.	Right to privacy
	7.4 distinguish between a guest and a tenant.	Guest: stays limited time Tenant: written lease; weekly or monthly basis
	7.5 explain the legal implication of the difference between a guest and a tenant.	Guest: no court proceedings Tenant: dispossession proceedings
8. Right to Evict a Guest and Others	8.1 list the conditions under which a hotel can rightfully evict guests or restaurant and bar patrons.	Restaurant and bar patrons same as guests in evictions Violating hotel rules; contagious diseases; failure to pay; overstaying
	8.2 describe the actions that the hotel should follow when evicting a guest.	Determine if person is guest Only such force as reasonably necessary Local police
	8.3 indicate the circumstances under which a hotel may evict peons who are not guests or patrons.	Cannot enter or remain against hotel's will Guest invitees May exclude non-guests, non-patrons
9. Disability Act (ADA)	9.1 state the purpose of the Americans with Disabilities Act (ADA) and briefly describe how title iii of the act affects lodging and food service establishments.	Prohibits discrimination against disabled people Lodging and food service establishments must make sure that disabled people can have the full and equal enjoyment of the goods, services, facilities, privileges, advantages, or accommodations that they (the establishment) provide
	9.2 explain what the ADA requires of new or renovated hotels, with special attention to "path of travel" requirements and guestroom requirements.	New or renovated hotels must be readily accessible and usable by people with disabilities Path of travel: continuous, unobstructed way of pedestrian passage Guestrooms: new hotels must have a certain number of accessible guestrooms (based on size of property); TDDs (text telephones), closed caption TV decoders, visual alarm smoke detectors, visual door knock alerting devices, other visual devices
	9.3 describe how title III of the ADA may be enforced.	U.S. Attorney General Private lawsuit

Unit	Hospitality & Tourism	
End qualification	3. Associate of Science Degree Hospitality Management	
Qualification	33-4 Business	
Subject	HMT 33- 461 Hospitality Legal Environment	Contents and/or comments
HMT 33-461	The student must be able to:	
10. Duty to Protect Guests	10.1 describe the hotel's obligation to protect its guests.	Duty of reasonable care Hotel not insurer, but liable for acts which can be reasonably foreseen
	10.2 indicate that a hotel's duty to exercise reasonable care may not be delegated.	Reasonable care cannot be delegated
	10.3 explain how the doctrine of "respondent superior" affects the hotel as an employer.	Employer liable for employee's wrongful acts Employees' acts outside scope of employment
	10.4 explain how the hotel may be held liable for injuries a guest receives at the hands of other guests, patrons, on third parties.	Hotel may be liable if acts were reasonably foreseeable, and preventable through reasonable care
11. Liability regarding Guest' Property'	11.1 state the common law rule regarding a hotel's liability for loss of the guest's property.	Hotel practically an insurer Unless modified by statute, common law liability applies
	11.2 identify the steps a hotel must take to limit its liability for loss of guest valuables.	Safe or safe deposit boxes Post notices May not be obligated to receive valuables which exceed statutory limit
	11.3 explain how a hotel can limit its liability for loss of the guest's personal property other than valuables	Post copy of applicable statutes Hotel negligence may allow guest to recover full value
	11.4 describe a hotel's liability if guest property disappears from a guest's room, the hotel lobby, hallways of the hotel, checkrooms, baggage rooms, and storerooms, or is lost by fire.	Common law: hotel liable as bailee to patrons; heavy burden of proof Baggage rooms/storerooms: written receipt Fire: hotel free from liability if not negligent or at fault
	11.5 describe a hotel's liability with regard to unclaimed property.	Sell unclaimed baggage after six months Mailing of notice
	11.6 summarize a hotel's liability for handling guests' mail.	Liable for negligence for failure to deliver mail Contractual liability for registered mail Holding mail: set time limit
	11.7 explain the theory of bailment.	Bailment is contract Gratuitous bailment; bailment for hire
	11.8 describe the common law doctrine of "infra hospitium".	Common law: hotel liable for property on hotel premises

Unit	Hospitality & Tourism	
End qualification	3. Associate of Science Degree Hospitality Management	
Qualification	33-4 Business	
Subject	HMT 33- 461 Hospitality Legal Environment	Contents and/or comments
HMT 33-461	The student must be able to:	
12. Liability for Loss of Property of Non-Guests	12.1 describe a hotel's liability for loss of a non-guest's property under the theory of bailment.	Ordinary bailment Hotel as bailee for non-guest's property Bound by applicable legal standard of care
	12.2 distinguish between actual custody and constructive custody of property.	Bailee hotel has possession and control Actual custody Constructive custody
	12.3 explain a hotel's defenses to liability claims	Bailee-hotel has burden of proof Negligence of property owner
13. Safekeeping Facilities	13.1 explain what a hotel must do to limit liability for loss of guest valuables according to state statutes.	Safe or safe deposit boxes Inventory of guest valuables Receipt Post notices
	13.2 explain the importance of strict compliance with statutory regulations limiting liability for loss of guest valuables.	Hotel's general practice of strict compliance
14. Frauds Committed against Hotels and Crimes of Trespass	14.1 identify types of crimes that are often committed against hotels.	Skips Credit card fraud Bad checks Theft
	14.2 describe how a prima facie case of intent may ease the burden of the prosecution in a case involving the defrauding of a hotel.	Guilt established without reasonable doubt Statutes require that guests abscond without paying Presumption of intent
	14.3 explain why hotelkeepers should be wary of detaining guests they suspect of theft or fraud.	Civil suits for false imprisonment, slander Malicious prosecution
15. Deceased Guests	15.1 describe the procedures a hotel must follow if a guest dies while at the hotel.	Attending physician makes reports, arranges removal of body Otherwise, hotel asks health or law authorities to do so Hotel gives proper notice to authorities If unnatural causes, call police

Unit	Hospitality & Tourism	
End qualification	**3. Associate of Science Degree Hospitality Management**	
Qualification	**33-4 Business**	
Subject	**HMT 33- 461 Hospitality Legal Environment**	**Contents and/or comments**
HMT 33-461	The student must be able to:	
15. Deceased Guests (continue)	15.2 explain how a hotel should dispose of a deceased guest or patron's property.	Appropriate authorities approve removal of property Hotel's procedures: Protect against theft Seal room Property into safekeeping Write inventory; witnesses Secure property in safe Property delivered to proper person Surrogate Court certificate Receipt Tax waiver
16. General Laws Regarding Food	16.1 describe the purpose of the federal food, drug, and cosmetic act.	Safeguards consumer Prevents adulteration of food, or alteration of labels
	16.2 describe subjects typically covered by state and local health regulations.	Storage, preparation, service, sanitation, employee health, water, sewage, vermin, utensils and equipment, facilities, toxic materials
16. General Laws Regarding Food (continue)	16.3 explain the hotel or restaurant operator's general liability for purchasing, preparing, and serving unwholesome food.	Reasonable care in food purchasing, preparation, and service Liable if negligent
	16.4 describe the two theories under which a hotel may be sued for serving contaminated food.	Common law negligence (tort theory) Breach of implied warranty (contract theory)
	16.5 explain the type of warranty that may be imposed on the sale of food.	Transaction as sale: implied warranty Transaction as service: no warranty implied Express warranties: oral or written Implied: imposed by law, unless seller negates or limits If seller is merchant, warranty is implied
	16.6 describe privity of contract.	Contractual relationship exists between persons suing and on sued
	16.7 explain what is meant by the foreign/natural test.	If object foreign, plaintiff may recover damages If object natural, cannot recover

Unit	Hospitality & Tourism	
End qualification	3. Associate of Science Degree Hospitality Management	
Qualification	33-4 Business	
Subject	HMT 33- 461 Hospitality Legal Environment	Contents and/or comments
HMT 33-461	The student must be able to:	
17. Other Laws Relating to Food Service	17.1 describe truth-in-menu laws and labeling laws.	Prohibit misrepresentations in menus Quantity, quality, price, brand names, product identification, points of origin, merchandising terms, preservation, food preparation, dietary claim, etc. Menus must include charges, use of MSG, substitutions; ounces Prohibit sulfites
	17.2 list some examples of inaccurate food descriptions that would violate typical truth-in-menu regulations.	Non-kosher as kosher; canned or frozen as fresh; commercial as homemade; chopped or reconstituted as whole; non-organic as organic
18. Laws Relating to Alcoholic Beverages	18.1 list the types of alcoholic beverage licenses that exist.	Beer Liquor (includes wine and beer) Wine (may or may not include beer)
	18.2 identify the general restriction typically placed on operations licensed to sell alcohol for on-premises consumption.	Sales to minors, intoxicated persons, habitual drunkards prohibited Alcoholic Beverage Control Board must inspect and approve facilities State Liquor Authority must be notified re: Changes in officers, directors, etc.; changes in facilities No transfers of license No employment of minors
	18.3 explain the purpose of dram shop acts, cite a typical dram shop law, and identify four elements a plaintiff must prove for a statutory action.	Seller liable for injuries suffered by third party Dram Shop Acts modify common law; but injured person could bring suit under common law 4 elements: (1) unlawful sale, (2) of alcoholic beverages (3) to an intoxicated person (4) which causes injury to another party
	18.4 describe the common law liability a hotel may face for serving alcoholic beverages to intoxicated persons.	Common law theory of negligence foreseeabllility and proximate cause

Unit	Hospitality & Tourism	
End qualification	**3. Associate of Science Degree Hospitality Management**	
Qualification	**33-4 Business**	
Subject	**HMT 33- 461 Hospitality Legal Environment**	**Contents and/or comments**
HMT 33-461	The student must be able to:	
18. Laws Relating to Alcoholic Beverages (continue)	18.5 describe restrictions imposed by state laws with regard to the sale of alcoholic beverages.	Hours of sale restricted Off-premises consumption restricted Books and records
19. Wage and Hour Laws Applicable to Hotel Employees	19.1 cite which "enterprises" the federal wage and hour law applies to.	One or more establishments with $362.500 sales State wage and hour laws Apply standard most beneficial to employee Minimum wage, tip credits, overtime, student employees Minimum wage $3.35/hour Overtime pay Tip credit: 40% of minimum wage Tipped employee: more than $30 per month Employers: any employer who employs 50 or more employees for each working day during each of 20 or more calendar workweeks in the current or preceding calendar year Employees: an employee that has been employed for at least 12 months by a covered employer and has at least 1.250 hours of service with that employer during the previous 12-month period Eligible employees are entitled to 12 workweeks of family and/or medical leave during 12-month period Leaves may not be taken on an intermittent or reduced work schedule without employer consent Leaves may be unpaid: an employer may require the employee to substitute any accrued vacation, personal, or family leave for the unpaid leave Employers must maintain employee health coverage during the leave Employees are entitled to be restored to their former position or an equivalent position when the leave ends "Highly compensated" employees can be denied restoration of employment
	19.2 explain what is covered by the fair labor standards act (FLSA)	
	19.3 describe tip credits allowed by the FLSA.	

Unit	Hospitality & Tourism	
End qualification	**3. Associate of Science Degree Hospitality Management**	
Qualification	**33-4 Business**	
Subject	**HMT 33- 461 Hospitality Legal Environment**	**Contents and/or comments**
HMT 33-461	The student must be able to:	
20. The Family and Medical Leave Act	20.1 identify which employers are subject to the (FMLA), and which employees are eligible for leave and related benefits under the act.	No employer can interfere with an employee's right under the FMLA
	20.2 describe important rule regarding employee leaves under the FMLA.	Serious health condition: any illness, injury, impairment, or physical or mental condition that involves either (a) in-patient care in a hospital, hospice, or residential medical care facility; or (b) continuing treatment by a health-care provider
	20.3 explain how "serious health condition" is defined.	
21. Laws Against Discrimination in Employment	21.1 describe federal laws adopted to prevent sex discrimination in employment.	Same wages to male and female employees
	21.2 state the essential elements of the age discrimination in employment act of 1967.	Employees 40 years of age or older
	21.3 explain how race discrimination is prohibited by title vii of the civil rights act of 1964.	Title VII prohibits racial discrimination Civil Rights Act: private employment Race not BFOQ
	21.4 explain sexual harassment issues as addressed by eeoc regulations and title vii of the civil rights act o 1964.	Prohibited under the Title VII Responsible for agent/employee acts
22. Use of Lie Detector Tests by Hotel Management	22.1 identify general prohibitions outlined in the employee polygraph act of 1988.	Requiring employee tests; inquiring about test results: basing employment-related decisions on refusal to take test; discriminating
	22.2 explain how lie detectors function.	Records subject's physiological reactions to questions. May measure changes in the subject's heartbeat, respiration rate, perspiration, and stress on vocal cords
23. Labor Relations Act	23.1 identify the principles functions of the national labor relations board.	To conduct secret ballot union elections and to remedy unfair labor practices
	23.2 define "right-to-work" laws.	Provide that employees cannot be required to join a union as a condition of employment
	23.3 state the conditions under which tips are not considered tips.	When tips not paid in cash, or the amount received in any month is less than $20

Unit	Hospitality & Tourism	
End qualification	3. Associate of Science Degree Hospitality Management	
Qualification	33-4 Business	
Subject	HMT 33- 461 Hospitality Legal Environment	Contents and/or comments
HMT 33-461	The student must be able to:	
24 Maintenance of Guests Registers	24.1 define the term "guest register".	Record of hotel guests' names, addresses, arrivals, departures
	24.2 explain what a hotelkeeper should do if asked to show the hotel's guest register.	Seek advice of hotel attorney; require written consent from guest in question in certain cases
25. Consumers Protection Laws Affecting Hotels	25.1 describe some of the ways in which building codes affect hotels.	State, local codes vary; may regulate capacity, exists, safety, etc., in hotel guestrooms, public areas
26. Occupational Safety and Health Act	26.1 describe every employer's duty regarding a place of employment as mandated by OSHA.	To provide a place of employment free from hazards that may cause death or harm
	26.2 list OSHA's major functions.	Establishing standards, inspecting workplaces, requiring record keeping, enforcing regulations.
27. Licensing and Regulation of Hotels by Cities, Towns and Villages	27.1 indicate the range of subjects covered by laws and regulations promulgated on the state and local levels.	Guest registers, outdoor signs advertising room rates, adequate lighting, safety of swimming facilities, food service and storage, sanitation requirements, restrictions on the sale of alcoholic beverages.
	27.2 list the types of licenses hotels must obtain in order to operate.	General operating license, license to sell alcoholic beverages, license to prepare and serve food
28. Fire Safety Laws	28.1 describe the occupational safety and health administration regulations on fire brigades.	Fire brigades no mandatory, but if used, employer must follow regulations re: training, personal equipment, hazards
	28.2 distinguish between class a, b, and c fires.	A: wood, paper, cloth B: flammable liquids, grease, gasoline, paints, oils, etc. C: electrical equipment, motors switches
29. Warranties and Product Liabilities	29.1 distinguish between express warranties and implied warranties and summarize UCC express warranty requirements.	Express: oral or written statements mad by seller, through conduct, signs, labels, advertising, samples Implied: automatically imposed by law unless seller negates or limits; a seller generally implies suitability by virtue of selling

Unit	Hospitality & Tourism	
End qualification	Associate of Science Degree Hospitality Management	
Qualification	33-4 Business	
Subject	MKT 33-433 Introduction to marketing	Contents and/or comments
MKT 33-433	The student must be able to:	
1. Managing Profitable Customer Relationships	1.1 define marketing and outline the steps in the marketing process.	• Marketing defined. The marketing Process
	1.2 explain the importance of understanding customers and the marketplace, and identify the five core marketplace concepts.	• Customer Needs, Wants and Demand. • Market Offerings • Preparing an integrated Marketing Plan and program
	1.3 identify the key elements of a customer-driven marketing strategy and discuss the marketing management orientations that guide marketing strategy.	• The New Marketing Landscape
	1.4 describe the major trends and forces that are changing the marketing landscape in this age of relationship	
2. Partnering to build customer relationships	2.1 explain companywide strategic planning and its four steps.	• Market-oriented mission, objectives and Goals.
	2.2 discuss how to design business portfolios and develop growth strategies.	• Designing the business portfolio. • Partnership.
	2.3 explain marketing's role in strategic planning and how marketing works with its partners to create and deliver customer value.	• Marketing strategy and marketing mix.
	2.4 describe the elements of a customer-driven marketing strategy and mix, and the forces that influence it.	
3. The Marketing Environment	3.1 describe the environmental forces that affect the company's ability to serve its customers.	• The company's microenvironment. • The company's microenvironment.
	3.2 explain how changes in the demographic and economic environments affect marketing decisions.	• Natural and Technological environment • Responding to the environment
	3.3 identify the major trends in the firm's natural and technological environments.	
	3.4 discuss how companies can react to the marketing environment.	

Unit	Hospitality & Tourism	
End qualification	**Associate of Science Degree Hospitality Management**	
Qualification	**33-4 Business**	
Subject	**MKT 33-433 Introduction to marketing**	**Contents and/or comments**
MKT 33-433	The student must be able to:	
4. Managing Marketing Information	4.1 explain the importance of information to the company and its understanding of the marketplace.	• Assessing Marketing Information Needs.
• Internal data and Marketing Intelligence.
• Marketing Research process
• Distribution and use of Marketing Information
• Public Policy and Ethics in Marketing Research
	4.2 define the marketing information system and discuss its parts	
	4.3 outline the steps in the marketing research process.	
	4.4 explain how companies analyze and distribute marketing information.	
	4.5 discuss the special issues some marketing researches face, including public policy and ethic issues.	
5. Consumer Markets and Consumer Buyer Behavior	5.1 define the consumer market and construct a simple model of consumer buyer behavior.	• Characteristics affecting consumer
• Types of buying behavior.
• The buying decision process.
• Influence of product characteristics on rate of adoption.
	5.2 name the four major factors that influence consumer buyer behavior.	
	5.3 list and define the major types of buying decision behavior and the stages in the buyer decision process.	
	5.4 describe the adoption and diffusion process for new products.	
6. Business Markets and Business Buyer behavior	6.1 define the business market and explain how business markets differ from consumer markets	• Types of decisions and the decision process
• Major influences on business Buyers
• Major types of buying situations.
• Discussing the concepts. Applying the concepts. Technology / Ethics.
	6.2 identify the major factors that influence business buyer behavior.	
	6.3 list and define the steps in the business buying decision process.	
	6.4 compare the institutional and government markets and explain how institutional and governments buyers make their buying decisions.	

Unit	Hospitality & Tourism	
End qualification	Associate of Science Degree Hospitality Management	
Qualification	33-4 Business	
Subject	MKT 33-433 Introduction to marketing	Contents and/or comments
MKT 33-433	The student must be able to:	
7. Creating Value for target customers	7.1 define the four major steps in designing a customer-driven market strategy: market segmentation, market targeting, differentiation, and positioning.	• Market segmentation. • Requirement for effective segmentation • Market Targeting • Differentiation and Positioning.
	7.2 list and discuss the major bases for segmented consumer and business markets.	
	7.3 explain how companies identify attractive market segments and choose a market targeting strategy.	
	7.4 discuss how companies position their products for maximum competitive advantage in the marketplace.	
8. Product, Services and Branding strategy.	8.1 define the product and the major classifications of products and services.	• Levels of Product and Services • Decision making process • Building strong brands • Service Marketing
	8.2 describe the decisions companies make regarding their individual products and services, product lines, and product mixes.	
	8.3 discuss branding strategy-the decisions companies make in building and managing their brands.	
	8.4 identify the four characteristics that affect the marketing of a service and the additional marketing considerations that service require.	
9. Understanding and Capturing Customer Value	9.1 answer the question "What is Price?" and discuss the importance of pricing in today's fast-changing environment.	• Factors to consider when setting prices • Value-Based Pricing • Company cost. • General internal and external factors.
	9.2 discuss the importance of understanding customer value perceptions when setting prices.	
	9.3 discuss the importance of company and product costs in setting prices.	
	9.4 identify and define the other important internal and external factors affecting a firm's pricing decisions.	

Unit	Hospitality & Tourism	
End qualification	**Associate of Science Degree Hospitality Management**	
Qualification	**33-4 Business**	
Subject	**MKT 33-433 Introduction to marketing**	**Contents and/or comments**
MKT 33-433	The student must be able to:	
10. Integrating Marketing communications Strategy	10.1 discuss the process and advantages of integrated marketing communications in communicating customer value.	• The new marketing communication landscape. • The communication process. • Steps in developing effective communications. • Setting the overall promotional mix.
	10.2 define the five promotion tools and discuss the factors that must be considered in shaping the overall promotion mix.	
	10.3 outline the steps in developing effective marketing communications.	
	10.4 explain the methods for setting the promotion budget and factors that affect the design of the promotion mix.	
11. Advertising and Public Relations	11.1 define the roles of advertising in the promotion mix.	• Advertising objectives and strategies. • Evaluating advertisement effectiveness and return on advertising investment. • The role and impact of PR.
	11.2 describe the major decisions involved in developing an advertising program.	
	11.3 define the role of public relations in the promotion mix.	
12. Personal Selling and Sales Promotion	12.1 discuss the role of a company's salespeople in creating value for customers and building customer relationships	
	12.2 identify and explain the six major sales force management steps.	
	12.3 discuss the personal selling process, distinguishing between transaction-oriented marketing and relationship marketing.	
	12.4 explain how sales promotion campaigns are developed and implemented.	
13. Creating competitive Advantage	13.1 assess the need to understand competitors as well as customers through competitor analysis.	• Identifying competitors. Selecting and avoiding certain competitors. • Approaches to Marketing strategies. • Concepts to review.
	13.2 evaluate the fundamentals of competitive marketing strategies based on creating value for customer.	
	13.3 illustrate the need for balancing customer and competitor orientations in becoming a truly market-centered organization.	

Unit	Hospitality & Tourism	
End qualification	**Associate of Science Degree Hospitality Management**	
Qualification	**33-4 Business**	
Subject	**MKT 33-433 Introduction to marketing**	**Contents and/or comments**
MKT 33-433	The student must be able to:	
14. Marketing Ethics and Social Responsibility**.**	14.1 argue for or against the major social criticisms of marketing.	• Individual, society and other business impact.
	14.2 define consumerism and environmentalism and explain how they affect marketing strategies.	• Citizen and Public actions to regulate marketing.
	14.3 analyze the role of ethics in marketing.	• Enlightened Marketing.
15. Making a Marketing Plan	15.1 explain of how to make a marketing plan.	• *Guest lecture:*
16. E-Marketing	16.1 explain the use of E-Marketing.	• *Guest Lecture:*

Unit	Hospitality & Tourism	
End qualification	**Associate of Science Degree Hospitality Management**	
Qualification	**MKT 33-4 Business**	
Subject	**MKT 33-492 Sales Management (Elective)**	**Contents and/or comments**
MKT33-492	The student must be able to:	
1 Marketing's role in Hospitality management.	1.1 identify the four fundamental phases in the development of hospitality marketing.	• The development of Hospitality Marketing. • From Provider to Marketing orientation phase.
	1.2 describe how seeing the marketing orientation as a management philosophy breaks with traditional views.	Transition in management thinking.
	1.3 identify several practical consequences of this new (marketing orientation philosophy) approach on the nature of effective hospitality management.	• Hospitality: satisfying guest needs- • Marketing: satisfying client needs & wants.
	1.4 explain how using the logic of marketing can help managers reach decisions, take actions, manipulate controllable marketing factors, and develop hospitality offerings to better satisfy guests.	The golden criteria to develop action plans in the hospitality industry.
	1.5 outline several approaches to organizing the marketing function in a hospitality business and describe some of the concerns that may arise as a result of the organizational structure chosen.	• Conceptual connections. • Organization of the Department. • Coping with functional structures.
2. The Centerpiece of Hospitality Marketing.	2.1 identify specific differences between product marketing and services and explain why these differences are significant in a hospitality marketing context.	Intangibility of the marketing offer.
	2.2 apply service encounter and service chain analysis as a means to improve the quality of hospitality services.	Service encounter the building block of the service chain.
	2.3 describe the elements of service quality and the most common types of service gaps that occur in hospitality businesses.	Understanding the four gaps in hospitality service.

Unit	Hospitality & Tourism	
End qualification	Associate of Science Degree Hospitality Management	
Qualification	MKT 33-4 Business	
Subject	MKT 33-492 Sales Management (Elective)	Contents and/or comments
MKT33-492	The student must be able to:	
3. Hospitality Marketing Strategies.	3.1 identify and describe the steps involved in developing and implementing a hospitality marketing strategy	• Marketing audit steps. • Mission-objectives-strategies-
	3.2 analyze the marketing mix and describe the interdependence of its four primary components.	The four P's.
	3.3 use the marketing tools to sort and interpret complex marketing data.	SWOT- ESC grid- PEST tools.
	3.4 compare and contrast two opposing perspective of business and the effect of these perspectives on how managers make strategic decisions.	Debate about the 2 views: contemporary and Newton view.
	3.5 describe the role of ethics in business decisions and implement guidelines that help ensure ethical business decisions and actions.	Ethical Standards to be implemented and demanded by management
4. Strategic Hospitality Marketing planning.	4.1 describe the process by which marketing strategies are developed into documented marketing plans and budgets.	• Planning levels and Tasks. • Plans and Budgets. • Monitoring plans. • Marketing plan action. • Information in the marketing planning process.
	4.2 identify the organizational levels where planning needs to take place and distinguish between six basic types of planning.	• When to apply each type of plan.
	4.3 explain what the marketing planning process is intended to achieve and how the process can be made more effective.	• Effective Marketing plans list.
	4.4 define the relationship between sales forecast, marketing plans, and budgets.	• Definition, formulas and interpretation.
5. Individual Guest Behavior.	5.1 apply models of consumer behavior to hospitality guests and situations.	• Familiarization with Models of guest behavior.
	5.2 use information about culture, subculture, reference groups, and social class to better understand and predict guest behavior.	• Group influence models.

Unit	Hospitality & Tourism	
End qualification	**Associate of Science Degree Hospitality Management**	
Qualification	**MKT 33-4 Business**	
Subject	**MKT 33-492 Sales Management (Elective)**	**Contents and/or comments**
MKT33-492	The student must be able to:	
6. Business Guest Behavior.	6.1 identify key factors that affect the hospitality purchasing decisions of business guests. 6.2 outline the process by which businesses make hospitality purchasing decisions and identify marketing opportunities that arise during the process. 6.3 describe marketing issues relevant to attracting the meeting market.	• Stimuli, search process, purchase decision and purchase output. • Onion peel model. • Pre-purchase—Purchase-- Post purchase
7. Guest of tomorrow.	7.1 research, understand, and apply demographic information to better anticipate and meet the hospitality wants and needs of future guests. 7.2 research, understand, and apply information about income and wealth to better anticipate and meet the hospitality wants and needs of future guests. 7.3 identify changing guest lifestyle and values and use this information to better anticipate and meet the hospitality wants and needs of future guests	• Demographic variables • How can you anticipate trends. How to interpret present data
8. Segmenting and Targeting Markets.	8.1 define market segmentation and describe how it is a critical strategic choice. 8.2 apply systematic methods and specific sets of segmentation factors in order to segment markets effectively 8.3 list several criteria that help identify strategically feasible market segments	• A strategic commitment. • Geographic, Demographic, Psychographic and Benefit factors. • Profit potential, Accessibility, Capabilities, Defensibility and Responsiveness.
9. Marketing data and information systems.	9.1 describe the need for and nature of hospitality marketing research and use the marketing research process as a means to improve business decisions. 9.2 identify common marketing research approaches and issues that arise in their application. 9.3 define marketing information sources and categories and explain how they help management deal with problems. 9.4 outline the desirable traits of a hospitality marketing information system. 9.5 describe the relationship of sales forecasting and marketing information.	• The need for marketing info. • Problem definition. Formulation Hypothesis. Research design and Analysis. • Questionnaires, Surveys, and Interviews-Sampling, Focus groups and Validity an reliability. • Problem of fact-value-info sources and categories. • Very important.

Unit	Hospitality & Tourism	
End qualification	**Associate of Science Degree Hospitality Management**	
Qualification	**MKT 33-4 Business**	
Subject	**MKT 33-492 Sales Management (Elective)**	**Contents and/or comments**
MKT33-492	The student must be able to:	
10. Product/service mix: The Offer.	10.1 describe the complexity of hospitality products and the decisions management must make concerning them 10.2 outline the process of designing a hospitality product offer. 10.3 define and apply several analytical tools in making product decisions. 10.4 explain how brand management may play a role in product decisions.	• Decision process. • Elements of the Offer. Levels of product Offer and modifying the Offer. • Blueprinting-Value chain analysis- Product life cycle analysis.
11. Distribution Mix: Hospitality Networks.	11.1 define and explain the function of hospitality distribution networks. 11.2 describe the design, organization, and management of hospitality distribution networks. 11.3 distinguish between push and pull strategies as approaches to increase the flow of hospitality offerings through distribution networks.	• Direct and indirect channels • Design steps and Distribution Design Pitfalls. • Push and Pull strategies.

Unit	Hospitality & Tourism	
End qualification	Associate of Science Degree Hospitality Management	
Qualification	MKT 33-4 Business	
Subject	MKT 33-492 Sales Management (Elective)	Contents and/or comments
MKT33-492	The student must be able to:	
12. Pricing Mix: Strategies and Tactics.	12.1 describe the various roles that pricing plays in the marketing mix. 12.2 identify the six basic questions that must be answered in the process of setting prices 12.3 apply basic economic analysis to pricing issues such as elasticity of demand, costs, and volume. 12.4 describe how psychological factors and guest expectations affect pricing. 12.5 outline how the pricing of services differs from the pricing of products. 12.6 describe the components of an overall hospitality pricing policy and how these factors affect restaurant and hotel pricing.	• Pricing as part of the marketing mix. • Creative pricing. • Markets, Costs, and Volume. • Reference pricing and competitive pricing. • Challenges. • Hospitality pricing tactic and its effect.
13. Communications mix: Advertising and Public Relations.	13.1 identify the purpose and components of an effective communications mix 13.2 differentiate between various types of communications channels and strategies. 13.3 describe issues that must be addressed in creating and using hospitality advertising. 13.3 develop and use public relations programs and publicity to enhance a company's image.	Planning communication-Guest involvement and implementation • Interpersonal and mass channels effectiveness and channels strategies. • Advertising challenges. Objectives, budget. Theme. Scheduling. • Public relations

Unit	Hospitality & Tourism	
End qualification	**Associate of Science Degree Hospitality Management**	
Qualification	**MKT 33-4 Business**	
Subject	**MKT 33-492 Sales Management (Elective)**	**Contents and/or comments**
MKT33-492	The student must be able to:	
14. Selling, Merchandising, and Promotions.	14.1 describe, organize, and implement an effective personal selling program. 14.2 define merchandising and identify effective merchandising activities. 14.3 identify and use effective sales promotion activities."	• Personal selling and related terms. Personal selling and Marketing. • Sales fundamentals. Organizational Structure. Independent representative. • Organizing a Sales force-effectiveness. • Coordinating sales and operations. Sales techniques. • Merchandising and Promotions
		Textbook Contemporary Hospitality Marketing By William Lazer and Roger A. Layton Instructor's guide:0037CIG01ENGE

Areas of Education

Area 5
Practice Labs

Unit	Hospitality & Tourism	
End qualification	**3 Associate of Science Degree Hospitality Management**	
Qualification	**33-5 Practice Labs**	
Subject	**FIN 33-536 Finance and Technology Lab**	**Contents and/or comments**
FIN 33-536	The student must be able to:	
1.Operations Budgeting	1.1 explain the concept of budgeting and its purposes.	Part of the planning process. Business plan, usually expressed in monetary terms.
	1.2 describe some of the types of budgets.	Long-term vs. short-term Capital, operating, departmental, master Fixed vs. flexible,
	1.3 define the three purposes of budgeting.	Provide estimates of future sales revenues and expenses; Provide short- and long-term coordinated management policy; Provide control by comparing actual results with budgeted plans and to take corrective action, if necessary.
	1.4 briefly discuss some of the advantages of budgeting.	They involve participation of employees (motivation and communication); They require consideration of alternative courses of action; They provide a goal, standard of performance to be accomplished; They require forward-looking.
	1.5 list and briefly discuss each of the 5 steps in the budget cycle.	• Establish attainable goals; • Plan to achieve these goals; • Analyze the differences between these goals and actual results; • Take any necessary corrective action; • Improve the effectiveness of budgeting.

Unit	Hospitality & Tourism	
End qualification	3 Associate of Science Degree Hospitality Management	
Qualification	33-5 Practice Labs	
Subject	FIN 33-536 Finance and Technology Lab	Contents and/or comments
FIN 33-536	The student must be able to:	
1.Operations Budgeting (continue)	1.6 prepare budgeted (pro forma) income statements, given appropriate information about estimated sales revenues and costs.	
	1.7 discuss zero based budgeting (ZBB) with reference to the decision units and the ranking process.	ZBB is another method of forecasting and controlling. Each category of cost is broken down into decision units that are then analyzed. Management ranks all decisions and the final budget is allocated according to this ranking.
	1.8 use variance analysis to compare budgeted figures with actual results.	The differences are broken down into price and sales volume variances when analyzing sales revenue figures or cost and quantity variances when analyzing expense figures.
	1.9 use mathematical techniques in forecasting.	Moving average, regression analysis
2. Statement of Cash Flows (SCF) and Working Capital (WC) Analysis.	2.1 define the purpose and use of the Statement of Cash Flows.	It converts the accrual net income (or net loss) to a cash basis. The conversion process identify sources and uses of cash, and is commonly used to evaluate the liquidity and solvency of a business entity.
	2.2 prepare and/or explain the Statement of Cash Flows. Three sections: • Operating activities • Investing activities • Financing activities	Three sections: • Operating activities (major operating accounts, current assets and liabilities) • Investing activities (acquisition/sale of investments) • Financing activities (ownership equity, debt)

Unit	Hospitality & Tourism	
End qualification	**3 Associate of Science Degree Hospitality Management**	
Qualification	**33-5 Practice Labs**	
Subject	**FIN 33-536 Finance and Technology Lab**	**Contents and/or comments**
FIN 33-536	The student must be able to:	
2. Statement of Cash Flows (SCF) and Working Capital (WC) Analysis (continue)	2.3 define working capital and the purpose of the Statement of changes to Working Capital.	Current Assets – Current Liabilities
	2.4 prepare the Statement of changes to Working Capital (thereby identifying the net change to working capital).	Sources and uses Inflows / Outflows
3. Cash Management	3.1 explain the importance of cash planning, and state the two main purposes of cash Budgeting.	To project surpluses and shortages of cash. Net income on income statement is not necessarily indicative of the amount of cash on hand.
	3.2 prepare a Cash Budget.	List items that would appear under cash receipts and cash disbursements on a cash budget, and with the appropriate additional information, prepare a Cash Budget
	3.3 explain different concepts and terms related to cash budgeting, and procedures used to minimize accounts receivable.	Bank float, concentration or integrated banking, lock boxes
	3.4 prepare a Schedule of Aging of Accounts Receivable.	This aging chart shows if outstanding receivables are getting older. Collection procedures may need to be improved. Also used to estimate which accounts will not be collectible (bad debt)
	3.5 discuss the importance of marketable securities with reference to surplus cash funds.	A surplus of cash that will only be available for a short period can be invested in marketable securities.
	3.6 explain long-term cash flow budgeting, and use CVP to calculate the sales revenue required to provide a desired cash flow amount.	Cost-Volume-Profit analysis is used to calculate how much sales revenues are needed to produce various levels of cash flow.
4. Capital Budgeting and the Investment Decision	4.1 discuss the ways in which long-term asset management differs from day-to-day budgeting.	Long life of assets (spread of benefits); costs of assets (outlay of large sums); future costs and benefits (maintenance costs, value at end of economic life)

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Unit	Hospitality & Tourism	
End qualification	**3 Associate of Science Degree Hospitality Management**	
Qualification	**33-5 Practice Labs**	
Subject	**FIN 33-536 Finance and Technology Lab**	**Contents and/or comments**
FIN 33-536	The student must be able to:	
4. Capital Budgeting and the Investment Decision (continue)	4.2 list a variety of techniques/tools used in capital budgeting and investment decisions.	1 Accounting Rate of Return (ARR) 2 Payback period 3 Net Present Value (NPV) 4 Internal Rate of Return (IRR)
	4.3 explain how the Accounting Rate of Return (ARR) is calculated and explain the advantages and disadvantages of this method.	The ARR (also called the average rate of return) compares the average annual net income (after taxes) resulting from the investment with the average investment. ARR = Net annual saving Average investment
	4.4 explain how the Payback Period is calculated and explain the advantages and disadvantages of this method.	The payback method compares the initial investment wit the annual cash inflows: Payb. Period = Initial investment Net annual cash savings
	4.5 discuss the concept of time value of money and explain the term "discounted cash flows".	Reverse of compounding interest.
	4.6 use discounted cash flow tables in conjunction with the Net Present Value (NPV) to make investment decisions.	The initial investment is deducted from the total present value of future cash flows.
	4.7 use discounted cash flow tables in conjunction with the Internal Rate of Return (IRR) method to make investment decisions.	Determine the rate of interest that will equate the total future discounted cash inflows with the initial investment. This rate is compared with the minimum desired return of the company.

Unit	Hospitality & Tourism	
End qualification	**3 Associate of Science Degree Hospitality Management**	
Qualification	**33-5 Practice Labs**	
Subject	**FIN 33-536 Finance and Technology Lab**	**Contents and/or comments**
FIN 33-536	The student must be able to:	
4. Capital Budgeting and the Investment Decision (continue)	4.8 contrast the NPV and IRR methods and explain how they can give conflicting rankings of investment proposals.	Applying these two methods for the same situation and studying the results.
	4.9 solve problems relating to the purchase versus the leasing of fixed assets.	On one hand, lease payments are generally tax deductible, so there can be an advantage in leasing. On the other hand ownership permits deduction for tax purposes of both depreciation and the interest expense on any debt financing of the purchase.
5. Feasibility Studies	5.1 discuss the value of a feasibility study and the information included in its nonfinancial sections.	A feasibility study is an in-depth analysis of the financial feasibility of a property expansion or a new property development. It can not guarantee financial success, but it does reduce much of the guesswork and risk of a new venture.
	5.2 list and discuss the four (4) steps in hotel room supply and demand analysis.	• Calculate the most recent 12-month average occupancy of the most competitive hotels; • Calculate the composite growth of demand from the various sources; • Calculate the additional rooms required year by year • Calculate the future supply of rooms required.

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Qualification	33-5 Practice Labs	
Subject	FIN 33-536 Finance and Technology Lab	Contents and/or comments
FIN 33-536	The student must be able to:	
5. Feasibility Studies (continue)	5.3 complete the financial analysis section of a feasibility study. (This section consists of four sub sections).	• Calculate the investment required and set-up a tentative financing plan • Prepare pro forma income statements for rooms, food, and beverages from given information. • Convert pro forma income statements to cash flow given information. • Evaluate the financial analysis projections
6. Internal Control	6.1 define the purpose of internal control.	Safeguarding the assets of a business. A good internal control system will accomplish this and will provide management with information on which to base business decisions.
	6.2 briefly describe the two basic requirements for good internal control.	1) Methods and procedures for the employees in the various job categories to follow. 2) Reliable forms and reports that will measure employee efficiency and effectiveness and lead to problem identification.
	6.3 discuss some unique problems in and/or characteristics of the hospitality business relating to internal control.	Business size, cash transactions, inventory products, high employee turnover.

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Qualification	**33-5 Practice Labs**	
Subject	**FIN 33-536 Finance and Technology Lab**	**Contents and/or comments**
FIN 33-536	The student must be able to:	
6. Internal Control (continue)	6.4 briefly describe some of the basic principles for good internal control.	Establishing preventative procedures; Establish management supervision; Monitor control systems; Institute an employee selection and training system; Prepare written procedures; Maintain adequate records; Separate record keeping and control of assets; Limit access to assets; Conduct surprise checks; Divide the responsibility for related transactions; Explain the reasons they are asked to perform their tasks; Rotate jobs; Use machines; Set standards and evaluate results; Design forms and reports; Bond employees; Insist on mandatory vacations; Create an audit trail; Control documents; Institute company audits.
	6.5 explain how lapping can be used for fraudulent purposes.	Fraudulent practice by cashier (caused by not separating record keeping and control of assets)

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Qualification	**33-5 Practice Labs**	
Subject	**FIN 33-536 Finance and Technology Lab**	**Contents and/or comments**
FIN 33-536	The student must be able to:	
6.Internal Control (continue)	6.6 list and briefly discuss each of the five control documents used to control purchases.	• Purchase requisition • Purchase order • Invoice • Receiving report • Invoice approval or stamp
	6.7 explain briefly how control can be established over cash receipts and cash disbursements.	Also important to the employees involved, because a good system will allow them to prove that they have handled their responsibilities correctly and honestly.
	6.8 list the procedures necessary to control payroll disbursements.	Payroll checks should be written on a different bank account than that used for general disbursement checks; the preparation and signing of payroll checks should be supported by a sound internal control system; ….(and more)
	6.9 complete a bank reconciliation.	Comparing the bank statement balance to the balance in the books (ledger account) and adjusting them to the same total closing balance (4 steps)
	6.10 explain banking trends and Electronic Fund Transfer.	Electronic Funds Transfer (EFT) and the consequences (speed, cost, safety)
	6.11 establish cost standards (for food and beverages) and a reporting system that indicates whether all aspects of the business are operating properly and according to desired standards.	Calculate a standard food or beverage cost from given information. Record, compare and analyze the difference between the standard and actual cost percentages
	6.12 describe different ways in which theft or fraud have occurred in the hospitality industry.	List of examples given

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Qualification	**33-5 Practice Labs**	
Subject	**FIN 33-536 Finance and Technology Lab**	**Contents and/or comments**
FIN 33-536	The student must be able to:	
7. Hospitality Technology Systems	7.1 list the different information systems in a hotel.	Hospitality Information Systems • Reservations • P.M.S (Rooms / Guests) • P.O.S • F& B , • Menu Engineering, • Sales and Catering • Accounting Systems • Revenue Management Systems • More ….

	7.2 describe the basic functions (modules) of each of these systems
	       (demonstrate that each system covers an area of the whole organization and its
	        information's needs and requirements).
		Mainly:
		• Reservations
		• PMS
		• POS

8. Reservations Systems	8.3 explain the impact of e-commerce on hospitality organizations.	
	8.4 describe the main functions and features of Reservation Systems.	
	8.5 distinguish global distribution systems from Internet distribution systems.	Central Reservation System (CRS) versus Module within PMS
	8.6 distinguish affiliate from non-affiliate central reservation systems.	
	8.7 identify the basic functions and services performed by a Central Reservation System.	

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End qualification	**3 Associate of Science Degree Hospitality Management**	
Qualification	**33-5 Practice Labs**	
Subject	**FIN 33-536 Finance and Technology Lab**	**Contents and/or comments**
FIN 33-536	The student must be able to:	
9. Property Management Systems (PMS)	9.1 describe the functions and features of the Reservation Module of a Property Management System (PMS).	Refer to course "Front Office Lab"
	9.2 mention the management reports typically generated by a Reservation Module of a PMS.	
	9.3 identify features and functions of the Rooms Management Module of a hotel's PMS.	
	9.4 identify features and functions of the Guest Accounting Module used to monitor transactions.	
	9.5 explain how managers can use various reports commonly generated by the Guest Accounting Module of a hotel's PMS.	
	9.6 describe the features and benefits of interfacing a Point-of-Sale System with a hotel's PMS.	More about Interfacing
	9.7 identify issues that managers should assess when interfacing a POS-system with a hotel's PMS.	
	9.8 describe the features and functions of a telephone call accounting system.	
	9.9 describe the features and functions of an electronic locking system.	Hard-wired system versus micro-fitted electronic locking system.
	9.10 identify automated services that hotels provide for their guests and describe guest-operated devices that may interface with a hotel's PMS.	
10. Point-of-Sale Technology	10. 1 describe the features and functions of various input (entry) and output devices (terminals) used in a Point-of-Sale system.	• Keyboards / monitors • Touch screen terminals • OCR terminals • Wireless terminals • POS-printers

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Qualification	**33-5 Practice Labs**	
Subject	**FIN 33-536 Finance and Technology Lab**	**Contents and/or comments**
FIN 33-536	The student must be able to:	
		• More …
10. Point-of-Sale Technology (continue)	10.2 describe the features and functions of POS Account Settlement devices.	• Magnetic Strip Readers • Power platforms • Smart cards • Debit cards • More ….
	10.3 identify the major files typically maintained by POS-software.	• Menu item file • Labor Master file • Inventory file
	10.4 describe how managers can use the various reports commonly generated by POS-software.	• Consolidated reports, such as: • Sales and payment summary report • Sales by time of day report • Sales analysis reports • Daily transactions reports • Productivity reports
	10.5 describe the features and functions of an automated Beverage Control (and Storage) System.	Variety of dispensing units
11. F&B Management Systems	11.1 mention some examples of F & B Management Systems.	• Recipe management • Sales Analysis • Menu Management
	11.2 identify the files typically maintained by Recipe Management software.	• Ingredient file • Recipe file • Menu item file
	11.3 describe how information from Recipe Management software applications helps managers control food and beverage operations.	

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Qualification	**33-5 Practice Labs**	
Subject	**FIN 33-536 Finance and Technology Lab**	**Contents and/or comments**
FIN 33-536	The student must be able to:	
11. F&B Management Systems (continue)	11.4 explain how F&B Managers use various reports generated by Sales Analysis software applications.	
	11.5 explain the features and functions of Menu Engineering software.	
	11.6 describe the advantages of integrated F&B software in relation to pre-costing and post-costing functions.	
	11.7 explain how managers use reports generated by automated beverage control systems.	
12. Sales and Catering Applications	12.1 identify characteristics of guestroom and function room sales that affect the design and operation of hotel sales software.	Hotel Sales Office Automation
	12.2 identify the data, files, and reports used in the operations of a hotel's sales office.	
	12.3 identify characteristics of Revenue Management in hotel operations that affect the design and operation of hotel sales software.	Revenue Management (Yield mgmt) Yield: the ratio of actual revenue to potential revenue Revenue Management Software
	12.4 describe the features and functions of software designed for off-premises catering operations.	Catering Software Unique features for: • Off premises catering • Home Delivery catering
13. Accounting Applications	13.1 list the software modules typically included in Back Office packages.	• Accounts Receivable • Accounts Payable • Payroll Accounting • Inventory Accounting • Purchasing • Financial Reporting
	13.2 identify the features and functions of an Accounts Receivable Module.	

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End qualification	**3 Associate of Science Degree Hospitality Management**	
Qualification	**33-5 Practice Labs**	
Subject	**FIN 33-536 Finance and Technology Lab**	**Contents and/or comments**
FIN 33-536	The student must be able to:	
13. Accounting Applications (continue)	13.3 explain how (for what purpose) managers use Accounts Receivable reports generated by the Accounting System.	
	13.4 identify the features and functions of a Accounts Payable Module.	• Vendor Master file • Invoice Register file • Check Register file
	13.5 explain how (for what purpose) managers use Accounts Payable reports generated by the Accounting System.	
	13.6 identify characteristics of hospitality operations that affect the design of a Payroll Program.	Using an independent Payroll Program interfacing with Accounting System. (adapted to the Aruban legislation, SVB, AZV, loonbelasting) Interface with Time-Clock System Customized Interfaces
	13.7 identify characteristics of hospitality operations that affect the design of Inventory modules for an automated accounting system.	• Inventory Master file • Inventory Status file • Inventory Valuation file
	13.8 identify characteristics of hospitality operations that affect the design of Purchasing modules for an automated accounting system.	Using Minimum/ maximum inventory levels and calculations using the lead-time.
	13.9 explain what is meant by e-Procurement.	• sell-side model • buy-side model • e-marketplace model

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Qualification	**33-5 Practice Labs**	
Subject	**FIN 33-536 Finance and Technology Lab**	**Contents and/or comments**
FIN 33-536	The student must be able to:	
13. Accounting Applications (continue)	13.10 identify features and functions of a Financial Reporting Module for an automated accounting system.	General Ledger module Chart of accounts file Financial Statements Ratio Analysis Enterprise Reporting: consolidated information (multi-unit)
14. Management Information Systems and Database Systems	14.1 define the purpose and main characteristics of Management Information Systems (M.I.S.).	
	14.2 identify the major features of Data Base Management Systems (DBMS) in general and how they can be applied by hospitality operations.	• the data processing cycle • advantages of electronic data processing • different types of data • functions (sort, select, search, index)
	14.3 explain database structure.	• data file • multiple files • Relational Database • index file
	14.4 explain different methods of sharing information between systems.	• Import / Export (convert) • File format (delimiters) • Interfacing applications • Electronic Data Capture (EDC)

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Qualification	**33-5 Practice Labs**	
Subject	**FIN 33-536 Finance and Technology Lab**	**Contents and/or comments**
FIN 33-536	The student must be able to:	
15. Information Management	15.1 explain the importance of Information Management?	Purpose, responsibilities and tasks
	15.2 describe the typical responsibilities of managers and staff working in the Information Systems (IS) area of a hospitality operation.	Information Management and the Organization
	15.3 mention which factors are involved by System selection.	Analyzing systems / Buy or make Interfacing
	15.4 mention which factors are involved in the installation of Technology Systems (to hospitality operations).	System and Security Maintenance
16. Partnerships (Financial Accounting)	16.1 outline characteristics of business partnerships and their advantages and disadvantages.	Two or more jointly engaged in economic activity Most agreements are written Elements of a partnership agreement Advantages-ease of formation, no partnership taxes, synergy Disadvantages-limited life, mutual agency, unlimited liability
	16.2 distinguish between a general partnership and a limited partnership.	General partnership; all partners are general partners and have unlimited liability Limited partnership: one or more partners has limited liability Every partnership must have at least one general partner Limited partners may not be involved with daily business management

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End qualification	**3 Associate of Science Degree Hospitality Management**	
Qualification	**33-5 Practice Labs**	
Subject	**FIN 33-536 Finance and Technology Lab**	**Contents and/or comments**
FIN 33-536	The student must be able to:	
16. Partnerships (Financial Accounting) (continue)	16.3 describe partners' drawing and capital accounts, how partnerships are formed, and common ways to divide partnership income.	Each partner has both a capital and drawing account Capital lists current investments Drawing indicates any withdrawal of capital Assets brought to a new partnership are recorded at fair market value, not cost Common methods for division of income: • Fixed ratio • Salary, fixed ratio • Interest on beginning capital balances, salary, fixed ratio
	16.4 explain and demonstrate how to account for the admission of a new partner, the withdrawal of a partner, and the liquidation of a partnership.	Journal entries: • admission of new partner, • withdrawal of partner, and • liquidation of a partnership
17. Corporate Accounting	17.1 identify unique features of corporate financial statements, and outline advantages and disadvantages of the corporate form of business.	Difference primarily in equity section Stockholder's equity Paid-in capital Earned capital Advantages: limited liability, unlimited life, ease of acquiring capital, easy transferability of share, professional management Disadvantages: double taxation, regulation
	17.2 explain how corporation's taxes are accounted for and how corporations are structured and formed.	Only form of business that pays taxes on profits Quarterly estimates- Income Tax Expense and Income Tax Payable (liability) Formation: application to state Organization costs-legal fees, promoter's fees, incorporation fees Intangible asset Stockholders Board of directors and daily management

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End qualification	**3 Associate of Science Degree Hospitality Management**	
Qualification	**33-5 Practice Labs**	
Subject	**FIN 33-536 Finance and Technology Lab**	**Contents and/or comments**
FIN 33-536	The student must be able to:	
17. Corporate Accounting (continue)	17.3 describe common stock and cash dividends and demonstrate how to account for them.	Stock is the basic unit of ownership in a corporation Authorized, issued, outstanding, treasury Par value and Additional Paid-in Capital in Excess of Par
	17.4 demonstrate how to prepare a statement of retained earnings and how to account for a stock subscription plan.	Like sole proprietor's Capital account Not the same as cash Prior period adjustments Operating at a loss or deficit Subscription plan-buyers fill out subscription form agreeing to buy at a stated price Journal entries when stock is subscribed and sold
	17.5 distinguish between common and preferred stock, and describe preferred stock.	Preferred receives dividends and liquidation value before common Preferred is usually cumulative-unpaid dividends from previous periods must be paid before subsequent payments to common stockholders Preferred is callable-corporation can buy it back at its discretion Preferred stockholders usually do not have voting rights Some preferred stock is convertible into common stock Participating preferred

Unit	Hospitality & Tourism	
End qualification	**3 Associate of Science Degree Hospitality Management**	
Qualification	**33-5 Practice Labs**	
Subject	**FIN 33-536 Finance and Technology Lab**	**Contents and/or comments**
FIN 33-536	The student must be able to:	
17. Corporate Accounting (continue)	17.6 describe stock dividends and stock splits and demonstrates how to account for them.	Stock dividends are additional shares of stock, not cash Small stock dividend: less than 20-25% Large stock dividend: more than 20-25% Stock split- no change in total assets, liabilities, or equity, so no journal entries
	17.7 describe treasury stock and demonstrate how to account for it.	Common stock repurchased by the corporation Not an asset: no dividends Par method and cost method No gains and losses recorded on sale of treasury stock; losses debit retained earnings
	17.8 demonstrate how to calculate book value per share of the stock, and explain why this figure and the market value per share interest shareholders.	Per-share value of net assets Calculation • When only common stock is outstanding- Total equity + Shares outstanding • When preferred stock is also outstanding Book value is based on historical cost and is usually less than market value Stock selling below book value is often seen as a good buy, as assets would be left after a liquidation

Unit	Hospitality & Tourism	
End qualification	**3.** **Associate of Science Degree Hospitality Management**	
Qualification	**32-5** **Practice Lab**	
Subject	**HFS 32-511 Food Service Lab**	**Contents and/or comments**
HFS 32-511	The student must be able to:	
1. Food and Beverage Operations.	1.1 define moments of truth.	• Value of leaders. • People in Food service. • The Team Approach in Food Service Operation. • Value of guests and cost of dissatisfaction. • Service Styles.
	1.2 summarize leadership attributes that food service managers should have.	
	1.3 identify staff members needed in a food service operation.	
	1.4 explain general tasks and issues involved in working in a food service operation.	
	1.5 handle telephone etiquette.	
	1.6 taking restaurant reservations.	
	1.7 handle tipping policies.	
	1.8 recognize the different menu's.	
	1.9 define point-of-sale equipment.	
	1.10 understand food production.	
	1.11 recognize service trays.	
	1.12 discuss common styles of dining room service.	
2. Restaurant service staff	2.1 explain how restaurant servers can work as a team and meet superior performance standards.	• Restaurant Servers. • Bus Persons. • Working as a Team. • Managers as leaders: empowerment, support. • Influence Leadership characteristics: vision, communication, Trust, Perseverance, Education, Self-awareness.
	2.2 summarize typical restaurant server duties.	
	2.3 explain how bus-persons can work as a team and meet superior performance standards.	
	2.4 summarize typical bus-person duties.	
3. Hotel food service staff	3.1 list and discuss the tasks that banquet servers perform.	• Banquet Servers. • Room Service Attendants. • Concierges.
	3.2 identify room service attendant duties.	
	3.3 describe the food service duties of concierges.	

Unit	Hospitality & Tourism	
End qualification	3. Associate of Science Degree Hospitality Management	
Qualification	32-5 Practice Lab	
Subject	HFS 32-511 Food Service Lab	Contents and/or comments
HFS 32-511	The student must be able to:	
4. Beverage service staff	4.1 describe the duties of a beverage server.	• Beverage Server. • Suggestive Selling. • Bartender. • Specific Beverage. • Service.
	4.2 explain the role that a bartender plays at a beverage establishment.	
	4.3 identify the rituals and procedures associated with the service of coffee, hot tea, beer, wine, and champagne.	
5. Responsible alcohol service	5.1 identify legal restrictions and liability issues affecting the service of alcoholic beverages.	• Alcohol Service and the Law. • Checking. • Identification. • Alcohol and its Physical impact. • Intervention.
	5.2 describe steps to take when checking identification of guests.	
	5.3 explain the physical effect of alcohol in relation to the strengths of drinks and the body's rate of absorption.	
	5.4 identify signs of intoxication and explain how a "traffic light" system is used to monitor and control guests' alcohol consumption.	
	5.5 describe steps to take when stopping alcohol service to intoxicated guests.	
6. Menu development	6.1 describe the importance of the menu to food service operations, and explain typical menu-planning objectives	• Menu Planning. • Types of menu. • Food Categories on the Menus. • Menu Designs. • Menu Trends. • Promotions. • Changing the Menu. • Marketing objectives. • Guest Expectations. • Quality. • Cost. • Accuracy. • Blend old or New. • Realistic, Appropriate.
	6.2 summarize important menu-planning considerations, including menu pricing and rationalization, and *describe how the traditional meal periods (breakfast, lunch, and dinner) influence menu planning.	
	6.3 list and describe common types of menus, describe typical food categories on menus, and summarize the recommended menu-planning sequence.	
	6.4 explain the importance of menu design and describe menu design elements.	
	6.5 summarize menu trends, describe some ideas for making promotions successful, and identify external and internal factors that can cause managers to change menus.	

Unit	Hospitality & Tourism	
End qualification	3. Associate of Science Degree Hospitality Management	
Qualification	32-5 Practice Lab	
Subject	HFS 32-511 Food Service Lab	Contents and/or comments
HFS 32-511	The student must be able to:	
7. Food service Supplies and Equipment	7.1 describe procedures and issues involved with purchasing, receiving, storing, issuing, and controlling food service operation supplies and equipment.	• Purchasing. • Receiving. • Storing. • Issuing. • Controlling. • Supplies and Equipment.
	7.2 summarize purchasing criteria for and characteristics of china, glassware, flatware, disposables	
	7.3 describe procedures and issues involved with purchasing, receiving, storing, issuing, and controlling food service operation supplies and equipment.	
7. Food service Supplies and Equipment (continue)	7.4 summarize purchasing criteria for and characteristics of china, glassware, flatware, disposables, uniforms, napery, furniture, and common equipment used by food service personnel.	• Misuse. • Waste. • Breakage. • Theft.
	7.5 recognize uniforms, napery, furniture, and common equipment items used by food service personnel.	
8. Facility Design, Décor, and Cleaning	8.1 explain the process necessary to plan an effective design for a food service operation.	• Creating the right Environment. • Dining Area Cleaning Program.
	8.2 understand the role of a planning team and a market analysis; describe trends in food service design.	
	8.3 describe how space requirements and traffic-flow patterns affect an operation's overall layout.	
	8.4 describe the importance of decor—specifically, color, decorations, lighting, ventilation, sound, and furniture—for a successful food service operation.	
	8.5 summarize cleaning issues for food service facilities, including exterior and interior inspections, dining area cleaning programs, and cleaning schedules and procedures.	
9. Sanitation , Safety, Security, Health, and Legal issues.	9.1 describe the critical role of food sanitation in food and beverage operations.	• Sanitation issues. • Safety issues. • Security issues. • Health Issues. • Legal Issues. • Sexual Harassment.
	9.2 explain the HACCP concept of food safety.	
	9.3 describe the role of staff members in ensuring food safety in relation to food handling, personal hygiene, equipment use, and facility cleanliness.	
	9.4 outline preventive steps for workplace safety and the appropriate follow-up and investigation.	
	9.5 apply procedures when accidents occur.	

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Qualification	32-5 Practice Lab	
Subject	HFS 32-511 Food Service Lab	Contents and/or comments
HFS 32-511	The student must be able to:	
9. Sanitation , Safety, Security, Health, and Legal issues. (continue)	9.6 identify the three common types of fires and how to extinguish them.	• Contagious diseases.
	9.7 list recommendations for handling robberies, bomb threats, and bio-terrorism.	• Hazard analysis.
	9.8 describe the fundamentals of sound nutrition.	• Critical Control Points.
	9.9 understanding how food and beverage operations are addressing guest requests for healthier food options.	• Monitoring procedures. • Corrective actions.
	9.10 understand the changing guest attitudes toward smoking.	
	9.11 summarize the following legal issues as they apply to food service operations: risk management, sexual harassment, the Americans with Disabilities Act, minimum wage and immigration reform, health care reform, and AIDS and herpes.	
10. Casual / Theme Restaurants	10.1 describe casual/theme restaurants,; examples of ways casual/theme restaurants.	Including the following topics: • markets, guest feedback, food and beverage trends. • marketing perspective from a casual / theme restaurant • training to get ready for service • dining service staff positions. including training issues. • describe typical staff positions.
	10.2 give value to guests; and environment, supply, and equipment issues.	
	10.3 summarize some of the issues casual/theme restaurant managers face when getting their restaurants and staff members ready to serve guests.	
11 Banquet and Catered Events.	11.1 describe how banquets and catered events are sold.	• Through identifying markets, employing sales strategies to sell to prospective clients, and making offers. • Selling banquets and catered events. • Booking and planning Events. • Getting ready for service, from setting up function rooms to scheduling staff members and preparing, plating, and storing food. • Delivery Service.
	11.2 explain how banquets and catered events are booked and planned.	
	11.3 describe function books, contracts or letters of agreement, and function sheets.	
	11.4 summarize how banquet and catering operations get ready to provide service to clients during an event.	
	11.5 describe different styles of food service.	

Unit	Hospitality & Tourism	
End qualification	**3. Associate of Science Degree Hospitality Management**	
Qualification	**32-5 Practice Lab**	
Subject	**HFS 32-511 Food Service Lab**	**Contents and/or comments**
HFS 32-511	The student must be able to:	
11 Banquet and Catered Events. (continue)	11.6 explain various beverage payment plans for banquet/catered event clients.	
	11.7 list examples of protocol issues that banquet and catering staff members must be aware of.	
	11.8 describe "after service" issues for banquets and catered events, including controls, gathering guest comments, and using guest feedback in planning.	
12. Room Service	12.1 describe typical markets for room service and techniques for reaching these markets.	• Room Service Issues. • Getting Ready for room service. • Delivering Room Service. • After Room service.
	12.2 summarize considerations for planning and creating room service menus, and describe room service variations and alternatives.	
	12.3 explain considerations for preparing for room service, including organization, typical duties of room service staff members, forecasting and staffing, facility design, inventory and equipment management, and preparations for service shifts.	
	12.4 describe typical procedures for taking, routing, preparing, delivering, cleaning up after, and following up on room service orders.	
	12.5 explain how room service provides wine service and special amenities.	
	12.6 summarize room service income control procedures, ways to gather guest comments, and typical guest complaints about room service.	
	12.7 describe the use of feedback in planning.	
13. On site Food Service Operations.	13.1 list major market segments of the on-site food service industry and the types of organizations within them.	• Major market segments of the onsite Food service industry.
	13.2 list contract management companies and distinguish self-operated food service facilities from those operated by contract management companies.	

Unit	Hospitality & Tourism	
End qualification	3. Associate of Science Degree Hospitality Management	
Qualification	32-5 Practice Lab	
Subject	HFS 32-511 Food Service Lab	Contents and/or comments
HFS 32-511	The student must be able to:	
13. On site Food Service Operations.	13.3 summarize the advantages of including branded foods and food outlets in on-site food service operations.	• Business and industry food service, including commercialization, reinventing the cafeteria, and improving tray service to patients; and describe the college and university food service segment, including issues ranging from scramble systems and flexible meal plans to menu planning and smart/debit card technology. • Health Care Food Service. • College and University Food service. • Meal Plans. • Smart Cards. • Debit Cards.
	13.4 describe the business and industry food service segment.	
	13.5 explain how on-site food service operations can reduce the subsidies they receive from their host organizations.	
	13.6 describe health care food service.	
	13.7 summarize issues important to this segment of the on-site food service industry.	

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End qualification	3 Associate of Science Degree Hospitality Management	
Qualification	31-5 Practice Labs	
Subject	HFS 32-521 Food Production Lab	Content-Remarks
HFS 32-521	The student must be able to:	
1. Introduction	1.1 explain the structure and layout of the kitchen.	• A tour of the kitchen and its facilities. • The different names of the areas in the kitchen: • Main kitchen: workstations • Garde-manger • Butcher shop • Pastry lab
	1.2 explain the purpose of each area of the kitchen.	• Walk-in cooler/ freezer • Holding and service areas for banqueting • Dishwashing area • Student lockers and restrooms • Storeroom for dry goods
2. Tools and equipment.	2.1 explain the different tools and equipment and know how to use it.	• Workstation: range/ burners • Oven/pilot light • Stainless steel table with shelf and drawer. • Hood with light and exhaust fan. • Sink with hot/cold water • Cutting board/ Chef knife/boning knife/paring knife/ vegetable peeler/ wooden spoons/slotted spoons/spatulas • Saute-pan/ Cooking pans/ • Sauteuse/ Baking sheets/

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End qualification	3 Associate of Science Degree Hospitality Management	
Qualification	31-5 Practice Labs	
Subject	HFS 32-521 Food Production Lab	Content-Remarks
HFS 32-521	The student must be able to:	
3. Cutting skills: Vegetables and fresh fruits	3.1 explain the different techniques of cutting vegetables, cooking techniques of vegetable cookery and terminology. 3.2 explain the different methods of fruit carving.	• Slicing • Julienne,fine julienne • Brunoise • Batonnet • Small, medium, large dice • Paysanne, rondelle • Chiffonade,tourneren • Melon carving • Cutting techniques of fresh fruit:apples, pineapple. • Tomato,lemon,radish carving for decoration.
4. Cooking Techniques	4.1 apply the different cooking techniques.	Dry Cooking : • Grilling • Broiling • Pan fry • Saute, stir-fry • Deep-fry • Roasting Moist Cooking: • Boiling • Poaching • Steaming • Stewing • Braising • Blanching
5. Stocks /Soups	5.1 prepare: • white stock(chicken/fish). • brown stock(beef/bones).	Main ingredients: • Cold water(why) • Beef/bones/ • Chicken /fish/fish-bones • Mirepoix(onions/carrots/celery/ • parsley stems

Unit	Hospitality & Tourism	
End qualification	**3 Associate of Science Degree Hospitality Management**	
Qualification	**31-5 Practice Labs**	
Subject	**HFS 32-521 Food Production Lab**	**Content-Remarks**
HFS 32-521	The student must be able to:	
5. Stocks /Soups (continue)	5.2 apply the different stocks to prepare soups.	• Sachet(bay-leaf, thyme, • peppercorn, clove) Clear: consomme Thick: cream/ veloute soups/ Puree/ Potage soups/ Bisques/Chowders Specialty soups:
	5.3 prepare the different categories of soups.	• French onion/ minestrone/ • Gazpacho / Vichysoisse • National Soups. Roux: equal amounts of flour and butter.
	5.4 apply the different types of convenience products during production.	• Hot stock/cold roux • Cold roux/hot stock • Other thickening agents: Slurry/ beurre manie/ cornstarch
	5.5 prepare a roux and apply to soups and sauces.	
6. Sauces	5.1 prepare the five mother sauces with their main ingredients.	• Béchamel sauce(milk) • Espanola or brown sauce • (Beef/ bones/roasting) • Veloute sauce(chicken/fish) • Tomato sauce (tomato product) Hollandaise sauce:
	6.2 prepare small sauces derivate from the mother sauces.	• Emulsion/ • Bain Marie • Separation: temperature Roux preparation(repeat)

Unit	Hospitality & Tourism	
End qualification	**3 Associate of Science Degree Hospitality Management**	
Qualification	**31-5 Practice Labs**	
Subject	**HFS 32-521 Food Production Lab**	**Content-Remarks**
HFS 32-521	The student must be able to:	
7. Potato /Pasta/ Rice cookery	7.1 prepare potatoes different ways.	Boil: naturel Puree: • Duchess • Croquettes • Dauphin • Almondine Saute: • Lyonaise • Dutch fries Deepfry: french fries Baking: baked potato/gratin
	7.2 prepare rice and its variations.	Rice pilaf Risotto
8. Pasta	8.1 prepare pasta and its variations.	Types of pasta • Al dente cooking method • Shocking • Amount of water
9. Breakfast Cookery	9.1 prepare egg dishes.	Boiled: soft/medium/hard Fried: scrambled/ sunny side/ omelet Poached: eggs benedict/ florentine
	9.2 prepare the different breakfast meats.	Bacon/sausage/ham
	9.3 prepare pancakes, French toast, waffles	Ratio of pancake/waffles French toast: old bread/ amount of liquid
10. Sandwiches	10.1 prepare cold and hot sandwiches.	Cold sandwiches: • Single/ multi-decker • Submarines • Wraps • Tea sandwiches Hot sandwiches: • Single/ Open faced/ Deep-fried

Unit	Hospitality & Tourism	
End qualification	3 Associate of Science Degree Hospitality Management	
Qualification	31-5 Practice Labs	
Subject	HFS 32-521 Food Production Lab	Content-Remarks
HFS 32-521	The student must be able to:	
11. Salads & Dressings	11.1 prepare mayonnaise and the different mayonnaise based dressings.	Mayonnaise: • Emulsion • Emulsifier (lecithine) • Curdling Ratio: egg yolk/ oil
	11.2 prepare oil/ vinegar based dressings.	French dressings Vinaigrette Balsamic dressing
12. Salads	12.1 prepare the different categories of salads.	Appetizer salads Side salads Main-course salads Dessert salads
	12.2 build up a salad for presentation.	Base Body Garnish
13. Compound Butters	13.1 prepare compound butters.	Compound butters are mixture of butter with one or more ingredient, which are generally reduced to puree or chopped. Compound butter may be served in two different ways: cold soft or firm, or melted. Cold compound butters are used as a final touch to enrich sauces and various other dishes. Melted compound butters accompany certain fish, meat, and vegetable dishes.
14. Appetizers	14.1 prepare different types of appetizers.	Appetizers are bite size pieces of small portions of food served to stimulate the appetite. • Canapes • Cocktails • Hors d'oeuvres • Dips • Snacks • Relishes • Crudites

Unit	Hospitality & Tourism
End qualification	**3 Associate of Science Degree Hospitality Management**
Qualification	**31-5 Practice Labs**

Subject	HFS 32-521 Food Production Lab	Content-Remarks
HFS 32-521	The student must be able to:	
15. Chicken Cookery	15.1 prepare different chicken dishes.	Classes of Poultry Grading Fabrication: Market forms Dry Cooking methods Moist Cooking Methods Danger zone: Salmonella
16. Meat Cookery	16.1 prepare the different types and cuts of meats.	Composition Carcass Primal cuts Sub-primal cuts Beef/ Veal/ Lamb/ Pork Dry Cooking methods Moist Cooking methods Wet aging Dry aging Done ness of meat Collagen/ elastin
17. Fish and Seafood	17.1 Prepare` different fish and seafood dishes.	Round fish Flat fish Market forms: • Whole • Dressed • Drawn • Steaks • Fillets • Butterfly Sea food: • Molluks : • Univalves • Bi valves • Crustaceans • Cephalopods Dry cooking methods Moist cooking methods

Unit	Hospitality & Tourism	
End qualification	3 Associate of Science Degree Hospitality Management	
Qualification	31-5 Practice Labs	
Subject	HFS 32-521 Food Production Lab	Content-Remarks
HFS 32-521	The student must be able to:	
18. Food Presentation	18.1 present food.	Plate presentation: Color Taste Eye appeal Garnish Uniform Border
19. Cookies	19.1 mention the different types of cookie dough.	Sugar dough Sprits cookies
20. Cakes/ Pies	20.1 mention the parts of a mixer.	Bowl Paddle whip Whip arm
20. Cakes/ Pies (continue)	20.2 make the different types of cakes and pies.	Dough arm Cake dough Genoise Creaming Pie dough Muffins Bavarian cream Crème Suisse Puddings Pie fillings Apricot glaze Meringue Icings
21. Basic breads	21.1 make the different types of breads.	Dinner rolls French bread Croissant
22. Puff Pastry	22.1 make puff pastry.	Croissant Danish assorted Apple strudel
	22.2 use convenient frozen puff pastry.	

Unit	Hospitality & Tourism	
End qualification	3 Associate of Science Degree Hospitality Management	
Qualification	31-5 Practice Labs	
Subject	HFS 32-521 Food Production Lab	Content-Remarks
HFS 32-521	The student must be able to:	
23. Pate a Choux	23.1 prepare pate a choux dough.	Profiteroles
24. Desserts	24.1 prepare the different types of desserts.	Vanilla pudding Chocolate pudding Bavarian puddings Bread pudding Ice-cream / Sherbet Gelatin puddings

Unit	Hospitality & Tourism	
End qualification	**3 Associate of Science Degree Hospitality Management**	
Qualification	**33-5 Practice Labs**	
Subject	**HMT 33-546 Rooms Division Management Lab**	**Contents and/or comments**
HMT 33-546	The student must be able to:	
1. Diplomacy	1.1 interact with others in ways that are tactful, courteous, and friendly.	• Cooperates with others. Avoids stereotyping. Social rituals
	1.2 uses appropriate nonverbal communication.	• Eye contact, gesture, posture
		• Listening skills
	1.3 share one's ideas, opinions, and interests, when appropriate.	• Norms and values of company.
	1.4 show respect for others rights and property.	
2. Quality Service	2.1 show concern for quality in the work area.	• Quality standards to be exceeded.
		• Co. culture. Guest needs and wants.
	2.2 demonstrate customer service protocol.	• Good is not enough. Greatness is the goal.
	2.3 practice continuous improvements.	
		• Benchmarking
	2.4 understand industry standards.	• Checking the competition
	2.5 use industry standards for improvements.	
3. Human Relations Skills	3.1 enhance social and interpersonal relationship with employees.	• Role playing.
		• SWOT analysis.
	3.2 understand how he/she can make an impact.	• 10/90 article
	3.3 know how and why things go wrong.	• Conventional behavior. Social rituals
	3.4 observe verbal and non-verbal communication.	• Moral virtues: Temperance, Justice, Prudence, Tolerance, Honesty.
	3.5 appreciate conventions and boundaries.	
	3.6 act in an ethical manner.	

Unit	Hospitality & Tourism	
End qualification	3 Associate of Science Degree Hospitality Management	
Qualification	33-5 Practice Labs	
Subject	HMT 33-546 Rooms Division Management Lab	Contents and/or comments
HMT 33-546	The student must be able to:	
4. Guest Relations	4.1 communicate with guest- face to face.	• Displays responsible behavior • Cultural difference • Steps to deal with irate guest at the front desk.
	4.2 manage guest with understanding and sensitivity.	
	4.3 reflect on stereotyping.	
	4.4 diffuse emotions into objectivity.	
	4.5 establish guest empathy.	
	4.6 deal with irate guest.	
5. Problem Analytical Ability	5.1 recognize when a problem exist.	• Identify signs. Assigns urgency. Accurately defines problem • Sequentially explores it. Remains flexible. Identify poss. causes. Analyzes. Chooses • Incorporates creativity. Gathers info. Quality & reliability. List poss. solutions • Poss. Consequences. Compares effectiveness, predicts. Selects. • Follow up • Monitors. Identify poss. Problem areas. Prevent future problems.
	5.2 determine possible causes of the problem(s).	
	5.3 identify possible solutions.	
	5.4 evaluate possible solutions.	
	5.5 implement solution and evaluate consequences.	
	5.6 work to prevent problems.	
	5.7 identify most common complaints in the hospitality.	
6. Property Management System (PMS)	6.1 demonstrate skills in how to use the PMS tutorial.	• Follow PMS tutorial instructions. • Accomplishing a minimum of 3 functions per session
	6.2 exhibit commitment in following each module of PMS.	
	6.3 document the passing to advance levels in each Module o PMS.	

Unit	Hospitality & Tourism	
End qualification	3 Associate of Science Degree Hospitality Management	
Qualification	33-5 Practice Labs	
Subject	HMT 33-546 Rooms Division Management Lab	Contents and/or comments
HMT 33-546	The student must be able to:	
7. PMS Front desk agent Functions	7.1 exhibit proficiency in all the front desk agent functions- PMS.	• In House search. Rooms move, House Count, Queue rooms, C/I, WI, Reports, CI.
8. PMS Night Audit functions	8.1 accomplish all the night audit functions- PMS.	• Reprint, prepare, balancing and running the audit.
9. PMS Front Office Acc. functions	9.1 exhibit proficiency in the functions of the accounting module-PMS.	• Post, Adjust, Correct, Transfer and route charges. Payments. Reports. Passer by feature.
10. PMS Sales functions	10.1 examine the use and benefits of the sales module of a PMS.	• Group. Block, Group Block management, Basic, Advance, Updating Reservation. Intro to Packages.
11. PMSHousekeeping functions	11.1 show proficiency in all housekeeping functions.	• Status overview, main menu search, update status, change, OOO/OOS, Statistical and Reports.
12. PMS System expert functions	12.1 work effectively on the PMS system.	• All areas plus the management functions.

Areas of Education

Area 6

Industry Related

Unit	Hospitality & Tourism	
End qualification	31-6 Associate of Science Degree Hospitality Management	
Qualification	31-614 Industry Related	
Subject	HFS 31-614-A BOHEX - Food Service section	Contents and/or comments
HFS 31-614-A 1.	The student must be able to:	Comments and additional terms to the subject
1. Introduction	1.1 explain the value of personal- and product hygiene.	• Personal grooming standards • Uniform • Food safety
2. Mise en place	2.1 polish Silverware. 2.2 recognize glassware, types of tablecloth- and napkin folding, Salt & Pepper and Candle Standard setting.	• Tools and equipment • Types of napkin folding • Setting the table
3. Restaurant Composition	3.1 recognize the Interior composition of a restaurant, the function of each part and how to put them to work together.	Cleaning: • tables • chairs • dining room • waiter-station
4. Menu sequence	4.1 recognize courses on the menu: • appetizers • soups • salads • main course • dessert	• Where does each one of them apply and how are they composed. • Also their sequence of service.
5. Service Methods	5.1 distinguish, differentiate and analyze in an effort to relate to the following areas: • American style Service • banquet Service	Recognize the difference and perform the basic types of serving methods.
6. Staff Members	6.1 recognize the basic tasks and responsibilities of a: • Restaurant Manager • Supervisor • Host/Hostess • Waiter • Busboy/girl • Bartender • Cocktail waiter	Basic tasks and responsibilities
7. Serving Methods	7.1 apply the different lifting technique by: • underhand • carrying a service tray • carrying a bar-tray	• Proper lifting technique • Shifting weight and balancing the tray

Unit	Hospitality & Tourism	
End qualification	**31-6 Associate of Science Degree Hospitality Management**	
Qualification	**31-614 Industry Related**	
Subject	**HFS 31-614-A BOHEX - Food Service section**	**Contents and/or comments**
HFS 31-614-A 1.	The student must be able to:	Comments and additional terms to the subject
8. Bar service	8.1 explain the proper usage of: • tools and Equipment • setting up the bar • beverages	• Student will learn the proper usage of bar tools and equipment. • The student will also be introduced to the speed rack terminology.
9. Serving Beverages	9.1 explain how to serve: • juices and soda • high balls 9.2 explain about: • basic wine differences (color, taste and application)	Identify, recognize, and produce the basic types of beverages at the bar, or on the restaurant table. Also serving wine and champagne.
10. Restaurant Service	10.1 perform the following: • bringing in the different courses • replacing fallen silverware • pre-bussing	Hands on training on moving and removing plates and all other objects and tools that may need replacement due to mishandling, or drop.
11. Role play	11.1 set up the restaurant for serving.	• Breakfast • Lunch • Dinner

Unit	Hospitality & Tourism	
End qualification	3 Associate of Science Degree Hospitality Management	
Qualification	31-6 Industry Related	
Subject	HFS 31-614-B BOHEX – Food Production section	Content-Remarks
HFS 31-614-B	The student must be able to:	
1. Introduction	1.1 explain the structure and layout of the kitchen.	• A tour of the kitchen and its facilities. • The different names of the areas in the kitchen: • Main kitchen: workstations • Garde-manger • Butcher shop • Pastry lab • Walk-in cooler/ freezer • Holding and service areas for banqueting • Dishwashing area • Student lockers and restrooms • Storeroom for dry goods
	1.2 explain the purpose of each area of the kitchen.	
2. Tools and equipment	2.1 recognize the different tools and equipment and explain how to use it.	• Workstation: range/ burners • Oven/pilot light • Stainless steel table with shelf and drawer. • Hood with light and exhaust fan. • Sink with hot/cold water • Cutting board/ Chef knife/boning knife/paring knife/ vegetable peeler/ wooden spoons/slotted spoons/spatulas • Saute pan/ Cooking pans/ • Sauteuse/ Baking sheets/
3. Cutting skills: Vegetables and fresh fruits	3.1 explain the different techniques of cutting vegetables, cooking techniques of vegetable cookery and terminology.	• Slicing • Julienne,fine julienne • Brunoise • Batonnet • Small, medium, large dice • Paysanne, rondelle • Chiffonade,tourneren • Melon carving • Cutting techniques of fresh fruit:apples, pineapple. • Tomato, lemon, radish carving for decoration.
	3.2 explain the different methods of fruit carving.	

Unit	Hospitality & Tourism	
End qualification	3 Associate of Science Degree Hospitality Management	
Qualification	31-6 Industry Related	
Subject	HFS 31-614-B BOHEX – Food Production section	Content-Remarks
HFS 31-614-B	The student must be able to:	
4. Cooking Techniques	4.1 apply the different cooking techniques.	Dry Cooking : • Grilling • Broiling • Pan fry • Saute, stir-fry • Deep-fry • Roasting Moist Cooking: • Boiling • Poaching • Steaming • Stewing • Braising • Blanching
5. Stocks /Soups	5.1 prepare : • White stock(chicken/fish) • Brown stock(beef/bones) 5.2 apply the different stocks to prepare soups.	Main ingredients: • Cold water(why) • Beef/bones/ • Chicken /fish/fish-bones • Mirepoix(onions/carrots/celery/ • parsley stems • Sachet(bay-leaf, thyme, • peppercorn, clove) Clear: consomme Thick: cream/ veloute soups/ Puree/ Potage soups/ Bisques/Chowders
5. Stocks /Soups (continue)	5.3 prepare the different categories of soups.	Specialty soups: • French onion/ minestrone/ • Gazpacho/Vichysoisse • National Soups.
	5.4 apply the different types of convenience products during production. 5.5 prepare a roux and apply to soups and sauces.	Roux: equal amounts of flour and butter. • Hot stock/cold roux • Cold roux/hot stock • Other thickening agents: Slurry/ beurre manie/ cornstarch

Unit	Hospitality & Tourism	
End qualification	3 Associate of Science Degree Hospitality Management	
Qualification	31-6 Industry Related	
Subject	HFS 31-614-B BOHEX – Food Production section	Content-Remarks
HFS 31-614-B	The student must be able to:	
6. Sauces	6.1 prepare the five mother sauces with their main ingredients.	• Béchamel sauce(milk) • Espanola or brown sauce • (beef/ bones/roasting) • Veloute sauce(chicken/fish) • Tomato sauce (tomato product) Hollandaise sauce:
	6.2 prepare small sauces derivate from the mother sauces.	• Emulsion/ • Bain Marie • Separation: temperature Roux preparation(repeat)
7. Potato /Pasta/ Rice cookery	7.1 prepare potatoes different ways.	Boil: naturel Puree: • Duchess • Croquettes • Dauphin • Almondine Saute: • Lyonaise • Dutch fries Deepfry: french fries Baking: baked potato/gratin
	7.2 prepare rice and its variations.	Rice pilaf Risotto
8. Pasta	8.1 prepare pasta and its variations.	Types of pasta • Al dente cooking method • Shocking • Amount of water

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Unit	Hospitality & Tourism	
End qualification	3 Associate of Science Degree Hospitality Management	
Qualification	31-6 Industry Related	
Subject	HFS 31-614-B BOHEX – Food Production section	Content-Remarks
HFS 31-614-B	The student must be able to:	
9. Breakfast Cookery	9.1 prepare egg dishes.	Boiled: soft/medium/hard Fried: scrambled/ sunny side/ omelet Poached: eggs benedict/ Florentine
	9.2 prepare the different breakfast meats.	Bacon/sausage/ham
	9.3 prepare pancakes, French toast, waffles	Ratio of pancake/waffles French toast: old bread/ amount of liquid
10. Sandwiches	10.1 prepare cold and hot sandwiches.	Cold sandwiches: • Single/ multi-decker • Submarines • Wraps • Tea sandwiches Hot sandwiches: • Single/ Open faced/ Deep-fried

Unit	Hospitality & Tourism	
End qualification	**3 Associate of Science Degree Hospitality Management**	
Qualification	**36 Industry Related Concentration/ Elective**	
Subject	**HFS 36-691. Science of Wines and Spirits**	**Contents and/or comments**
HFS 36-691	The student must be able to:	

1. Wine Technology	1.1 relate the history of wine.	The family of vines:VITIS family
		Species: Vitis Vinifera(Europe)
		            Vitis Labrusca (North America)
		Variety: Merlot (Europe)
		            Concord (N-America)
		Europe
		North Africa
		North America
		South America

2. Viticulture	2.1 explain the science of cultivating the vine to produce good quality fruit.	Quality of wine Viticultural year: Autumn Life of the vine from Pre-runing till Harvest. November thru September-October. Quality factors: • Soil • Sub soil • Climate • Micro-Climate • Relative position of the vineyard
3. Winemaking or Vinification	3.1 explain the production of wine, starting with the selection of the grapes or other produce and ending with bottling the finished wine	• Still wine production (without carbonation) • Sparkling wine production (with carbonation) • Oenology (science of wine and winemaking)

Unit	Hospitality & Tourism	
End qualification	**3 Associate of Science Degree Hospitality Management**	
Qualification	**36 Industry Related Concentration/ Elective**	
Subject	**HFS 36-691. Science of Wines and Spirits**	**Contents and/or comments**
HFS 36-691	The student must be able to:	

3. Winemaking or Vinification (continue)	3.2 explain White wine vinification.	• Process
		• The grapes
		• Harvesting and destemming
		• Crushing and primary fermentation:
		  • Pressing
		  • Pigeage
		• Cold and heat stabilization
		• Secondary fermentation and bulk aging
		• Malolactic fermentation
		• Laboratory tests
		• Blending and fining
		• Preservatives
		• Filtration
		• Bottling

	3.3 explain Red wine vinification.	
	3.4 explain the making of sparkling wine.	
4.Acids in wine	4.1 identify the different acids in wine.	• Tartaric acid • Malic acid • Lactic acid • Citric acid • Other acids • In wine tasting
5. Sugars in wine	5.1 explain the function of sugar in wine.	• Glucose • Fructose • Sucrose • In wine tasting
6. The Art of drinking wine	6.1 describe and pinpoint the characteristics of appearance, taste and smell.	• Practice • Sight: The visual Aspect • Smell" The Bouquet • Taste: The Flavours • Touch: The Tactile Sensations • Hearing: The Effervescence • The Limpidity (Transparency} • The Intensity • The Color

Unit	Hospitality & Tourism	
End qualification	**3 Associate of Science Degree Hospitality Management**	
Qualification	**36 Industry Related Concentration/ Elective**	
Subject	**HFS 36-691. Science of Wines and Spirits**	**Contents and/or comments**
HFS 36-691	The student must be able to:	
7. Spirits	7.1 define the term "spirit".	Definition: Any alcoholic beverage containing a significant amount of distilled ethanol.
	7.2 identify the five major groups of spirits.	• Grain Spirits • Plant Spirits • Fruit Liquors • Liqueurs • Bitters

8. Grain Spirits	8.1 identify the major grain spirits.	• Scotch Whiskey: Malt & Grain
		• Irish Whiskey
		• American Whiskeys:
		  • Bourbon
		  • Rye
		  • Corn

9. Whiskey	9.1 describe the making of Whiskey.	• Barley Malt(Malt Scotch) • Unmalted Barley & Corn (Grain Scotch) • Mashing of grain • Cooking mash with Malt • Starches convert to sugar • Fermentation: converts sugars into alcohol • Pot Still: separation of alcohol from mash by vaporization. • Condensation of vapors : new whiskey • Reduction to "Proof" • Aging in Barrels • Famous brands

Unit	Hospitality & Tourism	
End qualification	**3 Associate of Science Degree Hospitality Management**	
Qualification	**36 Industry Related Concentration/ Elective**	
Subject	**HFS 36-691. Science of Wines and Spirits**	**Contents and/or comments**
HFS 36-691	The student must be able to:	
10. Vodka	10.1 identify vodka.	• Grain Mash • Colorless • Odorless • Tasteless • Famous Brands
	10.2 describe vodka as " a neutral" spirit.	

11. Gin	11.1 identify Gin.	• Compounded Spirit: Base spirit &
		   essential oils(Juniper berries)
		• Dry Gin: Light
		• Heavy Gin:
		    • High in flavor
		    • And body

12. Plant Spirits	12.1 identify and describe rum.	• Sugarcane • Light-bodied rum: silver • Mild, slightly sweet • Aged 1 year (old/very old • Heavy-bodied rum: • More pungent • Heavy Bouquet • 80, 86, 151 Proof • Country of origin labeled
	12.2 identify and describe Tequila.	• Blue agave • Mezcal (Primary Mexican spirit • 104 – 106 Proof • White Tequila (no aging) • Silver Tequila (three years) • Gold Tequila (oak casks : 2 – 4 years)

Unit	Hospitality & Tourism	
End qualification	**3 Associate of Science Degree Hospitality Management**	
Qualification	**36 Industry Related Concentration/ Elective**	
Subject	**HFS 36-691. Science of Wines and Spirits**	**Contents and/or comments**
HFS 36-691	The student must be able to:	
13. Fruit Liquors	13.1 identify and describe Brandy.	• Brandy (grapes) • 80 – 84 Proof • 190 Proof • Cognac (Cognac region) • Aged in oak casks • Label: VSOPX • Armagnac(Bordeaux) • Calvados (Normandy)
14. Liqueurs	14.1 identify and describe liqueurs or cordials.	• Compounded spirits • 2 ½ % sugar • Flavor: Herbs, spices, fruits, coffee, licorice
15. Aperitifs and Bitters	15.1 identify and describe aperitifs and bitters.	• Appetizer/Digestives • Fortified wines • Bitters: roots, spices, bark, berries • Highly flavorful, aromatic, bitter taste: Angostura bitter

16. Malt Beverages (Beers)	16.1 define a malt beverage.	• Beers
		• Ales
		• Stouts
		• Porters
		• 0,5 % alcohol
		• Ingredients:
		  • Barley
		  • Hops
		  • Water
		  • Yeast
		  • Adjuncts
		  • Additives

Unit	Hospitality & Tourism	
End qualification	3 Associate of Science Degree Hospitality Management	
Qualification	36 Industry Related Concentration/ Elective	
Subject	HFS 36-691. Science of Wines and Spirits	Contents and/or comments
HFS 36-691	The student must be able to:	
16. Malt Beverages (Beers)	16.2 describe the production of Malt Beverages.	- Malting - Mashing - Brewing - Fermentation - Pasteurization - Carbonation - Packaging
	16.3 identify the types of malt beverages.	- Ale - Porter - Stout - Bock - Doppelbocks - Pilsner - Bavarian beer - Draft beer - Non –alcoholic beer

Unit	Hospitality & Tourism	
End qualification	3 Associate of Science Degree Hospitality Management	
Qualification	31-6 Industry Related	
Subject	HMT 31-614 Front of the house exposure (FOHEX)	Contents and/or comments
HMT 31-614	The student must be able to:	
1. Basic Hospitality and Tourism industry competencies	1.1 recognize the different areas within the industry.	F & B, Lodging, Transportation, Entertainment, Shopping and Activities
	1.2 understand the importance of each area.	Aruba with examples
	1.3 be aware of the inter-relationship within the different Tourism industries agencies.	Synergy
	1.4 appreciate the importance of the industry he/she has chosen.	Economic benefits
2. Opportunities	2.1 consider the different job opportunities within the industry.	Largest employer in Aruba
	2.2 be open to challenging positions within the industry.	The diversity and scope of the industry
	2.3 relate his/her personal strength with current positions demands.	Role-models and heroes of the industry
	2.4 reflect on career path desired.	International and examples
3. Personal grooming and behavior	3.1 exhibit conventional grooming standards.	Examples
	3.2 model hospitality grooming standards.	Examples
	3.3 role play standard hospitality behavior.	Video
4. Effective Interpersonal Relations	4.1 manage guest in ways that are tactful, courteous, and friendly.	Video
	4.2 use of appropriate nonverbal communication.	Video
	4.3 separate conflict from personalities.	Video
	4.4 avoid use of stereotypical language or comments.	Video

Unit	Hospitality & Tourism	
End qualification	**3 Associate of Science Degree Hospitality Management**	
Qualification	**31-6 Industry Related**	
Subject	**HMT 31-614 Front of the house exposure (FOHEX)**	**Contents and/or comments**
HMT 31-614	The student must be able to:	
5. ATA's certification	5.1 demonstrate proficiency on ATA's examination.	ATA will certify student in a session (CAE)
6. Shadowing proficiency competencies	6.1 dress appropriately.	Role-play
	6.2 demonstrate promptness.	Role-play
	6.3 follow rules and regulations.	Role-play
	6.4 reflect if he/she has made the best choice (career).	Presentation or project
	6.5 observe and participate in given tasks demonstrated by experienced workers for the purpose of acquiring competency in such tasks.	Fieldtrips and educational trips
	6.6 observe critical workplace skills.	Fieldtrips
	6.7 Identify different areas of hospitality.	Fieldtrips and projects
7. Reflective Essay	7.1 develop critical understanding of concept and skill.	Report
	7.2 identify traits and behaviors.	Report
	7.3 develop self-awareness, behavioral analysis and self-assessment.	Portfolio
	7.4 demonstrate personal insight learning through participation.	Portfolio
	7.5 develop self-improvement goal-setting, skill practice and self-monitoring.	Portfolio
8. Interview Managers	8.1 recognize working relationships across an organization.	Report
	8.2 explain the challenges in an organization.	Report
	8.3 appreciate professional growth in an organization from a management perspective.	Portfolio
	8.4 explain the term management philosophy.	Report

Unit	Hospitality & Tourism	
End qualification	**3 Associate of Science Degree Hospitality Management**	
Qualification	**31-6 Industry Related**	
Subject	**HMT 31-614 Front of the house exposure (FOHEX)**	**Contents and/or comments**
HMT 31-614	The student must be able to:	
9. Effective Leadership Relations	9.1 exercise ability to lead.	Portfolio
	9.2 demonstrate ability to follow.	Portfolio
	9.3 demonstrate ability to work in a team.	Report
10. Management experiences	10.1 appreciate career path chosen.	Portfolio
	10.2 understand involvement of management with school and students.	Report and evaluations
	10.3 identify channels by school offered to achieve goals during decision making.	Portfolio
11. Presentation	11.1 write a script of do's and don't in the hospitality industry.	Report
	11.2 demonstrate understanding of basic front of the house exposure concepts and how they are applied in hotel and tourism organizational functions and activities.	Report and OLC
	11.3 demonstrate understanding of the individual's role, responsibilities, and relationships through role playing the script.	Role-play
	11.4 play different roles within the hospitality chain service.	Role-play
	11.5 Evaluates the consequences.	Report

Unit	Hospitality & Tourism	
End qualification	33 Associate of Science Degree Hospitality Management	
Qualification	33-6 Management	
Subject	HMT 33-691 Casino Management	Contents and/or comments
HMT 33-691	The student must be able to:	
1. History of the Casino Industry	1.1 trace the ancient origins of gambling.	• Statute of Anne • Green Law
	1.2 describe the history of the casino industry, lotteries, bingo, sports book and race operations.	
	1.3 define the term casino.	
2. The economics of gaming	2.1 discuss the expansion of legalized gaming.	• 3 waves. • Increase in disposable income. • 20% of gross revenue on taxes
	2.2 identify reasons for the growth on the casino industry.	
	2.3 define the tax structure in the US.	
3. The Regulations and control of casino gaming	3.1 discuss the gaming laws and describe public policy on casinos.	• 4 major facets of gaming control systems • Licensing • Operational controls • Setting of taxes • A system of accounting and audits • Social costs of gambling
	3.2 discuss the theological arguments against gambling.	
	3.3 explore the social and economic arguments against gambling.	
	3.4 discuss the government and gamblers protection models and entrance requirements for various countries.	
	3.5 discuss the Aruba - MOT requirements and other governmental controls.	
	3.6 define the term money laundering and what it has to do with casino gaming.	
4. Social and cultural concerns	4.1 explore the various reasons why people gamble.	• Gamblers addiction tests • Gamblers' Anonymous
	4.2 discuss the various reasons why people gamble too much.	
	4.3 identify the terms used for gambling addictions.	
	4.4 define the term "problem gambler".	
	4.5 define the term "pathological gambler".	
	4.6 define the term "compulsive gambler".	
	4.7 explore places addicts can go to for recovery.	
	4.8 discuss this social problem in the Aruba setting.	
	4.9 discuss the effects of problem gambling in Aruba.	

Unit	Hospitality & Tourism	
End qualification	33 Associate of Science Degree Hospitality Management	
Qualification	33-6 Management	
Subject	HMT 33-691 Casino Management	Contents and/or comments
HMT 33-691	The student must be able to:	
5. Casino Organizational Structure	5.1 identify the management structure and hierarchy of the casino hotel.	
	5.2 identify the management structure and hierarchy of other types of casino.	
	5.3 describe how to staff a casino operation with personnel.	
	5.4 discuss an effective casino management training.	
	5.5 discuss career opportunities in the casino industry.	
	5.6 explore daily functions of a casino manager.	
	5.7 discuss the daily duties of dealers, pit bosses, assistant mgr etc.	
6. Security in the casino	6.1 define the term "eye in the sky".	• Eye in the sky
	6.2 discuss the responsibilities of the eye in the sky.	
	6.3 explain the function and procedures of security in the casino and gaming industry.	
7. Financial Management of Casinos	7.1 identify the controls instituted at the cage on the gaming floor.	• Cage / main vault
	7.2 describe the way casinos issue credit.	• Credit play
	7.3 review how casinos collections occur.	• Master game report form
	7.4 examine the procedures to ensure casino financial stability.	• Slot win
	7.5 develop an understanding of casino credit and its applications.	• Win/drop
	7.6 develop an understanding of the major principles of casino finance.	
8. Games of Chance	8.1 discuss the various games of chance.	• Black Jack
	8.2 discuss how table games are played.	• Roulette
	8.3 develop an understanding of the importance of table game revenue.	• Poker / Caribbean stud poker
	8.4 identify the importance of the physical placement of table games.	• Craps
	8.5 identify cash control procedures of table games.	• Bingo
		• Keno
		• Field trip casino

Unit	Hospitality & Tourism	
End qualification	**33 Associate of Science Degree Hospitality Management**	
Qualification	**33-6 Management**	
Subject	**HMT 33-691 Casino Management**	**Contents and/or comments**
HMT 33-691	The student must be able to:	
9. Slot Machines	9.1 identify the difference between slot machines.	• Video slot machines.
	9.2 discuss the importance of physical placement of slot machines.	• Progressive slot machines.
	9.3 analyze the importance of slot machine revenue.	• Video poker.
	9.4 identify cash control procedures of slot machines.	
	9.5 develop an understanding of marketing for slot machines.	
10. Hotel and Casino Food and Beverage Operations	10.1 discuss the importance of F & B outlets in casinos.	Food/drink/room/transportation.
	10.2 explore the various F & B outlets within a casino hotel.	
	10.3 discuss the objectives behind free drinks and food.	
	10.4 list and describe the comps in casinos.	
	10.5 list the reasons behind the comp system.	
11. Casino Marketing	11.1 identify the challenges of marketing within the casino industry.	4 p's not enough, more p's:
	11.2 develop a casino marketing program based on your target market.	• Positioning
	11.3 identify the importance of the premium player segment on casino revenue.	• Packaging
	11.4 identify the difference between slots and table game marketing.	• Partnership
	11.5 discuss the various slot tournaments, casino junkets, etc.	• Programming
	11.6 define the value of internal marketing and customer service.	
	11.7 define the term: "bottom-line justification".	

Unit	Hospitality & Tourism	
End qualification	**33** **Associate of Science Degree Hospitality Management**	
Qualification	**33-6** **Management**	
Subject	**HMT 33-691** **Casino Management**	**Contents and/or comments**
HMT 33-691	The student must be able to:	
12. Reporting of cash transactions	12.1 develop casino accounting and auditing procedures.	• IRS • Currency transaction report
	12.2 Identify the importance of key control.	
13. The mathematics of casino	13.1 identify the importance and calculate statistics of each table game.	• Probability theory and odds • House pc
	13.2 identify the importance and calculate statistics for each slot machine.	
	13.3 define the term: House PC.	
14. Player rating system	14.1 discuss the expected value of a game.	Credit play and comps
	14.2 identify the importance of developing a player rating system.	
	14.3 identify the importance of average bet and time played by each player.	
	14.4 discuss minimum bets and maximum bets on a table game.	
	14.5 discuss bets and winnings on table games.	
15. Native American Gambling	15.1 identify events that facilitate Native American gaming in the US.	Indian gaming regulatory act of 1993
	15.2 describe the different classes of Indian gaming.	
	15.3 discuss the term: Riverboat gambling.	
	15.4 list and describe casinos owned by native Americans.	
	15.5 note that the largest casino in the US is owned by native Americans.	

Unit	Hospitality & Tourism	
End qualification	**33** **Associate of Science Degree Hospitality Management**	
Qualification	**33-6** **Management**	
Subject	**HMT 33-691** **Casino Management**	**Contents and/or comments**
HMT 33-691	The student must be able to:	
16. Modern Casino and Gaming Operations/ International casinos	16.1 develop an understanding of the modern casino and gaming operations.	
	16.2 understand the phenomenal growth within the casino and gaming industry.	
	16.3 list and locate the major international casino chains and areas.	
	16.4 describe some of the current and future trends of international casinos.	
17. Sports Book, Race operations and Lotteries	17.1 identify the importance of sports book on casino revenue and profits.	• Sports book • Lotto pa Deporte • Florida and NY lotteries
	17.2 recognize the importance of race operations on casino revenue and profits.	
	17.3 identify the importance of national and international lotteries.	
	17.4 list and describe the various lotto houses here in Aruba.	
	17.5 discuss the importance of lotteries income in a community.	

Unit	Hospitality & Tourism	
End qualification	3 Associate of Science Degree Hospitality Management	
Qualification	31-6 Industry Related	
Subject	HTT 31-621 Introduction to Hospitality & Tourism Industry	Contents and/or comments
HTT 31-621	The student must be able to:	
1. Welcome to the Hospitality Industry	1.1 name the characteristics of the hospitality industry.	• Focus on developing the hospitality attitude
	1.2 name the different time frames and the major developments during that time frame.	• Focus on grooming & uniform standards.
	1.3 identify why service has become such an important facet of the hospitality industry.	• Focus on the importance of Service.
	1.4 indicate the importance of the meaning hospitality.	
	1.5 explain the key elements required for a "hospitality persona".	
	1.6 discuss the term corporate philosophy	
2. History of the Hospitality Industry in Aruba	2.1 name the time frame and the major developments in the history of the hospitality industry in Aruba.	• Guest Lecturer
3. Careers in Hospitality Industry	3.1 identify some possible career paths available in the hospitality industry.	• Relate information to Portfolio Personal Development Plan-portfolio)
	3.2 establish career goals.	• Difference between meetings, expositions, and conventions
	3.3 describe some of the potential careers in the hospitality and tourism industry.	
	3.4 define travel agency and its related service.	
	3.5 discuss the importance of meetings, expositions, and conventions.	
	3.6 discuss aspects of ethics in the hospitality industry.	
	3.7 analyze own strength and weakness related to the possible career paths.	
	3.8 characteristics of success in the hospitality industry.	
4. Travel & Tourism	4.1 describe the scope of tourism and define what tourism is.	• The basics.
	4.2 define the several non-hotel organizations that support the tourism industry.	• Guest Lecturer • Transport (car-rentals, taxi)
	4.3 define the role and importance of tourism support organization.	• Aruba Immigration, DIMAS, Police Department
	4.4 describe the evolution of the major travel modes.	• Entertainment Organizations
	4.5 describe the economic impact of tourism.	• Hospital
	4.6 identify the various reasons why people travel.	• Aruba Airport Authority
	4.7 describe the socio-cultural impact of tourism.	
	4.8 describe the promoters of tourism	
	4.9 describe ecotourism	

Unit	Hospitality & Tourism	
End qualification	**3 Associate of Science Degree Hospitality Management**	
Qualification	**31-6 Industry Related**	
Subject	**HTT 31-621 Introduction to Hospitality & Tourism Industry**	**Contents and/or comments**
HTT 31-621	The student must be able to:	
5. Hotel Business	5.1 describe the various forms of hotel development.	• Advantages and Disadvantages of Franchising
	5.2 define the terms: hotel franchising, partnership, leasing and management contracts.	• Information technology and information systems
	5.3 describe the different types of hotels and their classification.	• E-commerce
	5.4 classify hotels by type, location, and price.	
	5.5 describe companies that classify hotels.	
	5.6 describe ways hotel cater to the business and leisure travel markets.	
	5.7 discuss most famous hotels around the world.	
	5.8 describe trends in hospitality and tourism industry.	
6. Hotel Operations: Rooms Division	6.1 describe the main functions of the rooms division departments.	• Mind Mapping
	6.2 trace the lines of communication within and among the departments.	• Yield Management
	6.3 explain the guest cycle.	
	6.4 identify the key executives and department heads.	
	6.5 draw an organizational chart of a hotel.	
	6.6 explain the importance of the rooms division and related departments (e.g. sales & marketing, housekeeping, loss prevention, laundry, etc.)	
7. Hotel Operations: Food & Beverage Division	7.1 describe the major functions and responsibilities of the food & beverage departments.	
	7.2 identify the different areas of the food & beverage division	
	7.3 describe the role of a food & beverage operation within a hotel.	
8. Restaurant Business	8.1 describe classifications of restaurants.	• Involve Aruba Gastronomic Association
	8.2 describe the different characteristics of chain and independent restaurants.	• Tour one restaurant in each classification
	8.3 identify some of the top chain and independent restaurants.	
	8.4 define cuisine	
	8.5 discuss the skills required in the restaurant business.	

Unit	Hospitality & Tourism	
End qualification	**3 Associate of Science Degree Hospitality Management**	
Qualification	**31-6 Industry Related**	
Subject	**HTT 31-621 Introduction to Hospitality & Tourism Industry**	**Contents and/or comments**
HTT 31-621	The student must be able to:	
9. Recreation, Theme Parks and Clubs	9.1 discuss the relationship of recreation and leisure to wellness.	• DVD presentation of various Theme parks
	9.2 explain the origin and extent of government-sponsored recreation local and International.	
	9.3 distinguish between commercial and noncommercial recreation.	
	9.4 identify the various types of recreational clubs.	
	9.5 samples of major theme parks.	
	9.6 describe the operation of a country club.	
10. Gaming Entertainment	10.1 mention the time frame and the major developments in the history of the casino & gaming industry.	• Guest lecturer
	10.2 describe the importance of a casino operations.	
	10.3 describe the classification and major areas of a casino operations.	
	10.4 name the several casino organizations on the island.	
	10.5 name the different games that can be played in a casino.	
	10.6 identify the different positions in gaming entertainment.	
11. Timeshare Industry	11.1 explain the concept timesharing.	• Involve ATSA
	11.2 name reasons people buy timeshare.	
	11.3 name the exchange companies and explain how exchange works.	
	11.4 describe the history of timeshare in Aruba.	
12. Cruise Tourism	12.1 describe cruise tourism.	
	12.2 identify specific features of cruising that appeal to travelers.	
	12.3 describe history of cruising.	
	12.4 explain the importance of cruise tourism to Aruba.	
	12.5 describe classification of the different types of cruises.	

Unit	Hospitality & Tourism	
End qualification	**3 Associate of Science Degree Hospitality Management**	
Qualification	**32-6 Industry Related**	
Subject	**HTT 32-633 Introduction to the Travel and Tourism Industry**	**Contents and/or comments**
HTT 32-633	The student must be able to:	
1. The Tourism Product:	1.1 define the word tourism.	• Tourism and tourist destination
	1.2 discuss the tourist destination.	
2. The evolution and growth of the travel and tourism industry	2.1 discuss the history of tourism from prehistoric to modern times.	• Focus on grooming and uniform standards;
	2.2 name the different time frames and the major developments during that time frame.	
	2.3 identify why service has become such an important facet of the hospitality industry.	
	2.4 describe the evolution of the major travel modes.	
	2.5 discuss the time frame and the major development in the history of the travel industry in Aruba.	
	2.6 discuss the concepts of relationships between leisure, recreation, travel and tourism.	
3.The economics of tourism	3.1 explain fundamental economic principles as they apply to tourism.	• Economic Principles
	3.2 discuss the international tourist market.	
	3.3 recognize Aruba's place in world tourism.	
	3.4 observe the value of economic data.	
	3.5 explain the economic impact of tourism.	
4. Tourist motivation and behavior	4.1 discuss the tourist's needs and wants.	
	4.2 discuss how basic psychological principles such as perceptions and attitudes affect tourism.	
	4.3 compare different types of motivation in terms of their application to tourism.	
	4.4 distinguish the motivators and facilitators.	
	4.5 examine how personality, values and lifestyles affect tourism.	
	4.6 analyze various social and cultural impacts associated with tourisms.	
	4.7 the motivation of business travelers.	

Unit	Hospitality & Tourism	
End qualification	**3 Associate of Science Degree Hospitality Management**	
Qualification	**32-6 Industry Related**	
Subject	**HTT 32-633 Introduction to the Travel and Tourism Industry**	**Contents and/or comments**
HTT 32-633	The student must be able to:	
5. The structure and organization of the travel and tourism industry	5.1 distinguish between international and domestic tourism (Aruba).	
	5.2 discuss the tourism chain of distribution.	
	5.3 mention the common-interest organizations.	
	5.4 study the conglomerates and the international integration.	
6. Services to the tourist	6.1 identify and describe basic services available to travelers, such as accommodation and transportation.	• Tourist services; marketing plans.
	6.2 differentiate between tourism planning and tourism development, and describe the relationship between the two.	
	6.3 describe the essentials of a tourism marketing plan.	
	6.4 discuss outline basic marketing strategies and objectives.	
7. Passenger transport: the aviation business	7.1 discuss the airline business and the organization of air transport.	
	7.2 describe the air transport regulations and deregulations.	
	7.3 mention the economics of airline operation.	
	7.4 define the marketing of air services.	
8. Water-borne passenger transport	8.1 discuss the cruise-business.	• Ocean liners; cruising; ferry services;
	8.2 learn about the coastal and inland waterways tourism.	• Other pleasure boats;
	8.3 study about the different pleasure crafts.	
9. Other modes of tourist travel	9.1 discuss the role of the railway in tourism.	• Coach travel; private car; cycling; tourists on foot;
	9.2 discuss the various modes of tourist travel.	
10. The hospitality sector	10.1 define the structure of the hospitality sector.	
	10.2 discuss the nature of demand for accommodation facilities.	
	10.3 understand the distribution of accommodation.	
	10.4 mention the environmental issues regarding accommodation.	
11. Visitor attractions and visitor management	11.1 discuss the various attractions and visitor management.	• Seaside resorts; spa tourism; urban tourism; rural tourism; purpose built attractions; cultural tourism; retail shopping; retail shopping; events.
12. Tour operations	12.1 discuss the role (specialized)of the tour operator.	
	12.2 discuss the several tour operator services.	

Unit	Hospitality & Tourism	
End qualification	**3** **Associate of Science Degree Hospitality Management**	
Qualification	**32-6 Industry Related**	
Subject	**HTT 32-633 Introduction to the Travel and Tourism Industry**	**Contents and/or comments**
HTT 32-633	The student must be able to:	
12. Tour operations (continue)	12.3 define the nature of tour operating.	
	12.4 understand the planning, marketing, and operating package tours.	
	12.5 define the process of negotiating.	
	12.6 discuss the pricing of the package tours.	
	12.7 discuss the tour brochure, the reservation system, the distribution network.	
	12.8 mention the IT revolution and its impact on tour operating.	
13. Travel Retailing	13.1 distinguish the role of travel agents.	• Business travel; travel agency appointments;
	13.2 mention the setting up and running of a travel agency.	
	13.3 define the travel agency skills and competencies.	
	13.4 observe the profitability of travel agencies.	
14. The structure and role of public sector tourism	14.1 compare public sector and private sector tourism policy.	• ATA-AHATA-and other governmental bodies.
	14.2 describe the nature of government involvement.	
	14.3 understand the planning and facilitating tourism.	
	14.4 mention the control and supervision in tourism.	
	14.5 discuss the control and supervision in tourism by the government.	
	14.6 discuss the various governmental agencies involved in tourism control.	
	14.7 define the functions of the tourist boards.	
15. The social and environmental impact of tourism	15.1 examine the relationship between tourism and the environment.	
	15.2 define the environmental effects of tourism.	
	15.3 discuss the control and conservation of the environment.	
	15.4 mention the socio-cultural effects of tourism.	
	15.5 observe the managing of the social impact of tourism.	
	15.6 discuss the future of tourism.	

Areas of Education

Area 7

Internship

Unit	Hospitality & Tourism	
End qualification	**3 Associate of Science Degree Hospitality Management**	
Qualification	**33-7 Internship**	
Subject	**HFS 33-799 Food and Beverage Management Internship**	**Contents and/or comments**
HFS 33-799	The student must be able to:	
1. Basic work place competencies	1.1 identify purpose of the internship.	In *all areas of HFS 33-799, the workplace experiences –TASK- are the internship content. *request area logbook.
	1.2 explain the meanings of signs, symbols, abbreviations, acronyms in the organization.	
	1.3 identify organizational patterns.	
	1.4 use information in documents to perform tasks.	
	1.5 understand instructions or directions that include conditional and multiple steps.	
	1.6 write accurate notes and messages for different audiences.	
	1.7 complete simple documents and forms completely and accurately.	
	1.8 revise materials to be concise, clear, and consistent.	
	1.9 demonstrate active listening skills.	
	1.10 analyze information communicated orally.	
	1.11 exhibit basic knowledge in usage of explanatory and persuasive language effectively to communicate information.	
	1.12 apply computation skills using whole numbers, fractions, decimals, and percentages.	
	1.13 interpret basic statistical data.	
	1.14 use common workplace technologies.	
	1.15 demonstrate basic computer operating skills.	
	1.16 use basic software applications and programs.	
	1.17 integrate resources to complete job task.	
2. Organizational structure and Culture competencies	2.1 explain the organization's mission.	
	2.2 use communication channels within the organization.	
	2.3 identify personnel hierarchy ("chain of command") and knows their function.	
	2.4 explain organization's role within the community.	

Unit	Hospitality & Tourism	
End qualification	**3 Associate of Science Degree Hospitality Management**	
Qualification	**33-7 Internship**	
Subject	**HFS 33-799 Food and Beverage Management Internship**	**Contents and/or comments**
HFS 33-799	The student must be able to:	
2. Organizational structure and Culture competencies (continue)	2.5 identify organization's competition.	
	2.6 follow organization's confidentiality policy.	
3. Interpersonal Relations competencies	3.1 cooperate with others.	
	3.2 accept supervision.	
	3.3 work in a diverse environment.	
	3.4 resolve conflict.	
4. Self-management strategies competencies	4.1 display responsible personal behavior.	
	4.2 show responsible work behaviors.	
	4.3 manage time effectively.	
	4.4 manage stress.	
5. Team work competencies	5.1 participate as a team member.	
	5.2 develop and maintain productive group relations.	
	5.3 provide team leadership.	
6. Solving Problem competencies	6.1 recognize that a problem exist.	
	6.2 determine possible causes of problem.	
	6.3 identify possible solutions.	
	6.4 evaluate possible solutions.	
	6.5 implement solutions and evaluate consequences.	
7. Making Decisions competencies	7.1 recognize situation when a decision must be made.	
	7.2 identify decision-making options.	
	7.3 analyze and evaluate options.	
	7.4 implement decision and evaluate consequences.	

Unit	Hospitality & Tourism	
End qualification	3 Associate of Science Degree Hospitality Management	
Qualification	33-7 Internship	
Subject	HFS 33-799 Food and Beverage Management Internship	Contents and/or comments
HFS 33-799	The student must be able to:	
8. Life long learning skills competencies	8.1 identify working styles and preferences.	
	8.2 identify and work to remove personal barriers to learning.	
	8.3 explain connection between education and employment.	
	8.4 explain the process of applying new skills in different contexts.	
	8.5 display flexibility.	
	8.6 reflect on what was learned.	
	8.7 develop plan or career path to adapt to change.	
	8.8 make wise self-directed learning choices.	
9. Course competencies skills	9.1 execute all skill and processes thoroughly in the specialized area	
	9.2 document all learned skills and processes in the logbook	
	9.3 commit to deliver report(s), evaluation(s) and or logbook on due date.	

Unit	Hospitality & Tourism	
End qualification	**3 Associate of Science Degree Hospitality Management**	
Qualification	**33-7 Internship**	
Subject	**HMT 33-799 Front of the House Internship**	**Contents and/or comments**
HMT 33-799	The student must be able to:	
1. Basic work place competencies	1.1 identify purpose of the internship.	In ***all** areas of HMT 33-799, the workplace experiences –TASK- are the internship content. *request area logbook.
	1.2 explain the meanings of signs, symbols, abbreviations, acronyms in the organization.	
	1.3 identify organizational patterns.	
	1.4 use information in documents to perform tasks.	
	1.5 understand instructions or directions that include conditional and multiple steps	
	1.6 write accurate notes and messages for different audiences.	
	1.7 complete simple documents and forms completely and accurately.	
	1.8 revise materials to be concise, clear, and consistent.	
	1.9 demonstrate active listening skills.	
	1.10 analyze information communicated orally.	
	1.11 exhibit basic knowledge in usage of explanatory and persuasive language effectively to communicate information.	
	1.12 apply computation skills using whole numbers, fractions, decimals, and percentages.	
	1.13 interpret basic statistical data.	
	1.14 use common workplace technologies.	
	1.15 demonstrate basic computer operating skills.	
	1.16 use basic software applications and programs.	
	1.17 integrate resources to complete job task.	
2. Organizational structure and Culture competencies.	2.1 explain the organization's mission.	
	2.2 use communication channels within the organization.	
	2.3 identify personnel hierarchy ("chain of command") and knows their function.	
	2.4 explain organization's role within the community.	
	2.5 identify organization's competition.	
	2.6 follow organization's confidentiality policy.	

Unit	Hospitality & Tourism	
End qualification	**3 Associate of Science Degree Hospitality Management**	
Qualification	**33-7 Internship**	
Subject	**HMT 33-799 Front of the House Internship**	**Contents and/or comments**
HMT 33-799	The student must be able to:	
3. Interpersonal Relations competencies	3.1 cooperate with others.	
	3.2 accept supervision.	
	3.3 work in a diverse environment.	
	3.4 resolve conflict.	
4. Self-management strategies competencies	4.1 display responsible personal behavior.	
	4.2 show responsible work behaviors.	
	4.3 manage time effectively.	
	4.4 manage stress.	
5. Team work competencies	5.1 participate as a team member.	
	5.2 develop and maintain productive group relations.	
	5.3 provide team leadership.	
6. Solving Problem competencies	6.1 recognize that a problem exists.	
	6.2 determine possible causes of problem.	
	6.3 identify possible solutions.	
	6.4 evaluate possible solutions.	
	6.5 implement solutions and evaluate consequences.	
7. Making Decisions competencies	7.1 recognize situation when a decision must be made.	
	7.2 identify decision-making options.	
	7.3 analyze and evaluate options.	
	7.4 implement decision and evaluate consequences.	

Unit	Hospitality & Tourism	
End qualification	**3 Associate of Science Degree Hospitality Management**	
Qualification	**33-7 Internship**	
Subject	**HMT 33-799 Front of the House Internship**	**Contents and/or comments**
HMT 33-799	The student must be able to:	
8. Life long learning skills competencies	8.1 identify working styles and preferences.	
	8.2 identify and work to remove personal barriers to learning.	
	8.3 explain connection between education and employment.	
	8.4 explain the process of applying new skills in different contexts.	
	8.5 display flexibility.	
	8.6 reflect on what was learned.	
	8.7 develop plan or career path to adapt to change.	
	8.8 make wise self-directed learning choices.	
9. Course competencies skills	9.1 execute all skill and processes thoroughly in the specialized area.	
	9.2 document all learned skills and processes in the logbook.	
	9.3 commit to deliver report (s), evaluation (s) and or logbook on due date.	

Unit	Hospitality & Tourism	
End qualification	**3** **Associate of Science Degree Hospitality Management**	
Qualification	**33-7** **Internship**	
Subject	**HFS 33-799B Back of the House Internship**	**Contents and/or comments**
HFS 33-799B	The student must be able to:	
1. Basic work place competencies	1.1 identify purpose of the internship.	In *all areas of HFS 33-799B, the workplace experiences –TASK- are the internship content. *request area logbook.
	1.2 explain the meanings of signs, symbols, abbreviations, acronyms in the organization.	
	1.3 identify organizational patterns.	
	1.4 use information in documents to perform tasks.	
	1.5 understand instructions or directions that include conditional and multiple steps	
	1.6 write accurate notes and messages for different audiences.	
	1.7 complete simple documents and forms completely and accurately.	
	1.8 revise materials to be concise, clear, and consistent.	
	1.9 demonstrate active listening skills.	
	1.10 analyze information communicated orally.	
	1.11 exhibit basic knowledge in usage of explanatory and persuasive language effectively to communicate information.	
	1.12 apply computation skills using whole numbers, fractions, decimals, and percentages.	
	1.13 interpret basic statistical data.	
	1.14 use common workplace technologies.	
	1.15 demonstrate basic computer operating skills.	
	1.16 use basic software applications and programs.	
	1.17 integrate resources to complete job task.	
2. Organizational structure and Culture competencies	2.1 explain the organization's mission.	
	2.2 use communication channels within the organization.	
	2.3 identify personnel hierarchy ("chain of command") and knows their function.	
	2.4 explain organization's role within the community.	
	2.5 identify organization's competition.	
	2.6 follow organization's confidentiality policy.	

Unit	Hospitality & Tourism	
End qualification	**3** **Associate of Science Degree Hospitality Management**	
Qualification	**33-7** **Internship**	
Subject	**HFS 33-799B Back of the House Internship**	**Contents and/or comments**
HFS 33-799B	The student must be able to:	
3. Interpersonal Relations competencies	3.1 cooperate with others.	
	3.2 accept supervision.	
	3.3 work in a diverse environment.	
	3.4 resolve conflict.	
4. Self-management strategies competencies	4.1 display responsible personal behavior.	
	4.2 show responsible work behaviors.	
	4.3 manage time effectively.	
	4.4 manage stress.	
5. Team work competencies	5.1 participate as a team member.	
	5.2 develop and maintain productive group relations.	
	5.3 provide team leadership.	
6. Solving Problem competencies	6.1 recognize that a problem exists.	
	6.2 determine possible causes of problem.	
	6.3 identify possible solutions.	
	6.4 evaluate possible solutions.	
	6.5 implement solutions and evaluate consequences.	
7. Making Decisions competencies	7.1 recognize situation when a decision must be made.	
	7.2 identify decision-making options.	
	7.3 analyze and evaluate options.	
	7.4 implement decision and evaluate consequences.	

Unit	Hospitality & Tourism	
End qualification	**3 Associate of Science Degree Hospitality Management**	
Qualification	**33-7 Internship**	
Subject	**HFS 33-799B Back of the House Internship**	**Contents and/or comments**
HFS 33-799B	The student must be able to:	
8. Life long learning skills competencies	8.1 identify working styles and preferences.	
	8.2 identify and work to remove personal barriers to learning.	
	8.3 explain connection between education and employment.	
	8.4 explain the process of applying new skills in different contexts.	
	8.5 display flexibility.	
	8.6 reflect on what was learned.	
	8.7 develop plan or career path to adapt to change.	
	8.8 make wise self-directed learning choices.	
9. Course competencies skills	9.1 execute all skill and processes thoroughly in the specialized area.	
	9.2 document all learned skills and processes in the logbook.	
	9.3 commit to deliver report (s), evaluation (s) and or logbook on due date.	

Unit	Hospitality & Tourism	
End qualification	**3 Associate of Science Degree Hospitality Management**	
Qualification	**33-7 Internship**	
Subject	**HUM 33-799 Special Management Trainee Internship**	**Contents and/or comments**
HUM 33-799	The student must be able to:	
1. Basic work place competencies	1.1 identify purpose of the internship.	In ***all** areas of HUM 33-799, the workplace experiences –TASK- are the internship content. *request area logbook.
	1.2 explain the meanings of signs, symbols, abbreviations, acronyms in the organization.	
	1.3 identify organizational patterns.	
	1.4 use information in documents to perform tasks.	
	1.5 use instructions or directions that include conditional and multiple steps	
	1.6 write accurate notes and messages for different audiences.	
	1.7 complete simple documents and forms completely and accurately.	
	1.8 revise materials to be concise, clear, and consistent.	
	1.9 demonstrate active listening skills.	
	1.10 analyze information communicated orally.	
	1.11 exhibit basic knowledge in usage of explanatory and persuasive language effectively to communicate information.	
	1.12 apply computation skills using whole numbers, fractions, decimals, and percentages.	
	1.13 interpret basic statistical data.	
	1.14 use common workplace technologies.	
	1.15 demonstrate basic computer operating skills.	
	1.16 use basic software applications and programs.	
	1.17 integrate resources to complete job task.	
2. Organizational structure and Culture competencies	2.1 explain the organization's mission.	
	2.2 use communication channels within the organization.	
	2.3 identify personnel hierarchy ("chain of command") and knows their function.	
	2.4 explain organization's role within the community.	
	2.5 identify organization's competition.	
	2.6 follow organization's confidentiality policy.	

Unit	Hospitality & Tourism	
End qualification	**3 Associate of Science Degree Hospitality Management**	
Qualification	**33-7 Internship**	
Subject	**HUM 33-799 Special Management Trainee Internship**	**Contents and/or comments**
HUM 33-799	The student must be able to:	
3. Interpersonal Relations competencies	3.1 cooperate with others.	
	3.2 accept supervision.	
	3.3 work in a diverse environment.	
	3.4 resolve conflict.	
4. Self-management strategies competencies	4.1 display responsible personal behavior.	
	4.2 show responsible work behaviors.	
	4.3 manage time effectively.	
	4.4 manage stress.	
5. Team work competencies.	5.1 participate as a team member.	
	5.2 develop and maintain productive group relations.	
	5.3 provide team leadership.	
6. Solving Problem competencies.	6.1 recognize that a problem exists.	
	6.2 determine possible causes of problem.	
	6.3 identify possible solutions.	
	6.4 evaluate possible solutions.	
	6.5 implement solutions and evaluate consequences.	
7. Making Decisions competencies	7.1 recognize situation when a decision must be made.	
	7.2 identify decision-making options.	
	7.3 analyze and evaluate options.	
	7.4 implement decision and evaluate consequences.	

Unit	Hospitality & Tourism	
End qualification	**3 Associate of Science Degree Hospitality Management**	
Qualification	**33-7 Internship**	
Subject	**HUM 33-799 Special Management Trainee Internship**	**Contents and/or comments**
HUM 33-799	The student must be able to:	
8. Life long learning skills competencies	8.1 identify working styles and preferences.	
	8.2 identify and work to remove personal barriers to learning.	
	8.3 explain connection between education and employment.	
	8.4 explain the process of applying new skills in different contexts.	
	8.5 display flexibility.	
	8.6 reflect on what was learned.	
	8.7 develop plan or career path to adapt to change.	
	8.8 make wise self-directed learning choices.	
9. Course competencies skills	9.1 execute all skill and processes thoroughly in the specialized area	
	9.2 document all learned skills and processes in the logbook.	
	9.3 commit to deliver report(s), evaluation(s) and or logbook on due date.	

Unit	Hospitality & Tourism	
End qualification	**3 Associate of Science Degree Hospitality Management**	
Qualification	**32-7 Internship**	
Subject	**HFS 32-799 Culinary Arts Internship**	**Contents and/or comments**
HFS 32-799	The student must be able to:	
1. Basic work place competencies	1.1 identify purpose of the internship.	In ***all** areas of HFS 32-799, the workplace experiences –TASK- are the internship content. *request area logbook.
	1.2 explain the meanings of signs, symbols, abbreviations, acronyms in the organization.	
	1.3 identify organizational patterns.	
	1.4 use information in documents to perform tasks.	
	1.5 use instructions or directions that include conditional and multiple steps	
	1.6 write accurate notes and messages for different audiences.	
	1.7 complete simple documents and forms completely and accurately.	
	1.8 revise materials to be concise, clear, and consistent.	
	1.9 demonstrate active listening skills.	
	1.10 analyze information communicated orally.	
	1.11 exhibit basic knowledge in usage of explanatory and persuasive language effectively to communicate information.	
	1.12 apply computation skills using whole numbers, fractions, decimals, and percentages.	
	1.13 interpret basic statistical data.	
	1.14 use common workplace technologies.	
	1.15 demonstrate basic computer operating skills.	
	1.16 use basic software applications and programs.	
	1.17 integrate resources to complete job task.	
2. Organizational structure and Culture competencies.	2.1 explain the organization's mission.	
	2.2 use communication channels within the organization.	
	2.3 identify personnel hierarchy ("chain of command") and knows their function.	
	2.4 explain organization's role within the community.	
	2.5 identify organization's competition.	
	2.6 follow organization's confidentiality policy.	

Unit	Hospitality & Tourism	
End qualification	**3 Associate of Science Degree Hospitality Management**	
Qualification	**32-7 Internship**	
Subject	**HFS 32-799 Culinary Arts Internship**	**Contents and/or comments**
HFS 32-799	The student must be able to:	
3. Interpersonal Relations competencies	3.1 cooperate with others.	
	3.2 accept supervision.	
	3.3 work in a diverse environment.	
	3.4 resolve conflict.	
4. Self-management strategies competencies	4.1 display responsible personal behavior.	
	4.2 show responsible work behaviors.	
	4.3 manage time effectively.	
	4.4 manage stress.	
5. Team work competencies	5.1 participate as a team member.	
	5.2 develop and maintain productive group relations.	
	5.3 provide team leadership.	
6. Solving Problem competencies	6.1 recognize that a problem exists.	
	6.2 determine possible causes of problem.	
	6.3 identify possible solutions.	
	6.4 evaluate possible solutions.	
	6.5 implement solutions and evaluate consequences.	
7. Making Decisions competencies	7.1 recognize situation when a decision must be made.	
	7.2 identify decision-making options.	
	7.3 analyze and evaluate options.	
	7.4 implement decision and evaluate consequences.	

Unit	Hospitality & Tourism	
End qualification	**3 Associate of Science Degree Hospitality Management**	
Qualification	**32-7 Internship**	
Subject	**HFS 32-799 Culinary Arts Internship**	**Contents and/or comments**
HFS 32-799	The student must be able to:	
8. Life long learning skills competencies	8.1 identify working styles and preferences.	
	8.2 identify and work to remove personal barriers to learning.	
	8.3 explain connection between education and employment.	
	8.4 explain the process of applying new skills in different contexts.	
	8.5 display flexibility.	
	8.6 reflect on what was learned.	
	8.7 develop plan or career path to adapt to change.	
	8.8 make wise self-directed learning choices.	
9. Course competencies skills	9.1 execute all skill and processes thoroughly in the specialized area.	
	9.2 document all learned skills and processes in the logbook.	
	9.3 commit to deliver report(s), evaluation(s) and or logbook on due date.	

Areas of Education

Area 9
Seminars

Unit	Hospitality & Tourism	
End qualification	**3 Associate of Science Degree Hospitality Management**	
Qualification	**32-9 Seminar Humanities**	
Subject	**LES 32-931 Leadership Skills 1**	**Contents and/or comments**
LES 32-931	The student must be able to:	
1. Leadership Definition and Leadership Styles	1.1 define the term: "leadership".	• The Leadership Grid Classical leadership styles: • Laissez-faire • autocratic and participative leadership style • T. McGregor Theory X and Y • Situational • Visionary • Emergent • Charismatic leadership
	1.2 explore the various definitions of leadership.	
	1.3 introduce and examine the personal relevance of leadership.	
	1.4 discuss the importance of effective leadership.	
	1.5 describe the characteristics of an exceptional leader.	
	1.6 examine the personal traits and characteristics of hospitality leaders.	
	1.7 discuss the leadership behavior of successful hospitality leaders.	
	1.8 discuss the various leadership styles.	
	1.9 compare and contrast the various leadership styles.	
	1.10 explain the difference between leadership styles, behavior and employment.	
	1.11 examine the characteristics of theory X and Y leadership styles.	
	1.12 discuss which leadership style might be beneficial for a leader.	
	1.13 identify the conflicts that each leadership style might experience.	
	1.14 identify his/her own leadership style.	
	1.15 examine the difference between transactional and transformational leadership style.	
	1.16 explore the difference between a leader and a manager.	
2. Leadership Theories	2.1 examine and describe various leadership theories.	Leadership theories: • Great man theories • Trait • Contingency • Situational • Behavioral • Participative • Management and relationship theories
	2.2 analyze specific situations and identify the leadership theories.	
	2.3 define his/her personal leadership philosophies.	
	2.4 explain how your personal philosophy can affect their leadership style.	
3. Team Building	3.1 explore the stages of building a team.	
	3.2 define the dynamics of work teams.	

Unit	Hospitality & Tourism	
End qualification	**3 Associate of Science Degree Hospitality Management**	
Qualification	**32-9 Seminar Humanities**	
Subject	**LES 32-931 Leadership Skills 1**	**Contents and/or comments**
LES 32-931	The student must be able to:	
3. Team Building (continue)	3.3 define teamwork and collaboration.	
	3.4 apply and strengthen teamwork principles for a group project.	
	3.5 explain the basics of team building.	
	3.6 study group dynamics and to apply specific principles and skills to improve group effectiveness.	
4. Time Management	4.1 learn specific applications and strategies to increase personal and professional productivity.	• Time wasters, • Procrastination.
	4.2 distinguish between planning time and discretionary time.	
	4.3 identify key time wasters and how to reduce their impact.	
	4.4 define the term: "procrastination".	
	4.5 explore ways to prevent procrastination.	
5. Communication	5.1 define effective communication skills.	
	5.2 discuss barriers to effective communication.	
	5.3 explore verbal and non-verbal communication skills.	
	5.4 identify different styles of communication.	
	5.5 discuss giving and receiving positive feedback.	
	5.6 define assertive communication.	
	5.7 examine the importance of developing active listening, oral presentation and business writing skills as leadership tools.	
6. Motivation	6.1 explore the various key theories in the field of motivation.	
	6.2 discuss motivational strategies and how it affects leadership.	
	6.3 identify motivational problems and how they affect team effectiveness.	
7. Community Service Leaders	7.1 identify ways to get involved in the community to help develop leadership skills.	
	7.2 plan, coordinate a community service project as part of the leadership 1 program.	
	7.3 examine and apply the concepts of teambuilding by coordinating a service leadership project.	

Unit	Hospitality & Tourism	
End qualification	**3 Associate of Science Degree Hospitality Management**	
Qualification	**32-9 Seminar Humanities**	
Subject	**LES 33-934 Leadership and Management**	**Contents and/or comments**
LES 33-934	The student must be able to:	
Leadership 1. Branding	1.1 define the term branding.	• Who are we?
	1.2 discuss the concepts of personal branding and begin to develop a personal brand.	
	1.3 discuss how to effectively communicate brand standards to employees and customers.	
	1.4 discover why brand performance is critical to the bottom-line.	
2. Management theory	2.1 explain the basic organizational aspects of management in general and as this relates to general hospitality and small hotel management specifically.	• Define scientific management • Describe the historical development of management • Describe the key functions of management
	2.2 identify the terminology, the new perspectives and trends in hospitality management, and to list the popular theories governing management today.	• List the major new trends of management in today's hotel operations • Identify three of the popular theories governing management today
	2.3 identify the principles governing the establishment and management of a small hotel.	• Name the operational principles present in small and large hotel today • Explain the specific emphasis I management today • Describe the functional areas of hotel organizations
	2.4 list the common functional areas of hotel organizations, and explain their responsibilities and activities.	• Explain how these areas differ from small and large properties

Unit	Hospitality & Tourism	
End qualification	**3 Associate of Science Degree Hospitality Management**	
Qualification	**32-9 Seminar Humanities**	
Subject	**LES 33-934 Leadership and Management**	**Contents and/or comments**
LES 33-934	The student must be able to:	
3. Leader and Follower dynamics	3.1 discuss how a leader maintains credibility.	• List and describe the functions of leadership/
	3.2 explore how a leader emerges+ from a group.	• How empowerment may improve productivity and efficiency of hotel operations.
	3.3 identify how leaders are not born, but made along the way.	
4. Quality Service	4.1 define quality service.	
	4.2 discuss service recovery.	
	4.3 identify quality service and dimensions of customer service.	
5. Leadership Project	5.1 initiate a leadership project and write a specific action plan based on an ongoing assessments and data gathering (guest lectures/workshops etc) to build on his/her leadership strengths and improve personal effectiveness and leadership competencies.	
	5.2 practice and apply core leadership skills to build personal and leadership competence.	
6. Community Service Leaders	6.1 identify ways to get involved in the community to help develop leadership skills.	
	6.2 plan, coordinate a community service project as part of the leadership II program.	
	6.3 examine and apply the concepts of teambuilding by coordinating a service leadership project.	