

LODGING MANAGEMENT I

Curriculum Content Frameworks

**Please note: All assessment questions will
be taken from the knowledge portion of
these frameworks.**

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Curriculum Content Frameworks

LODGING MANAGEMENT I

Grade Levels: 10, 11, 12
Course Code: 492300

Prerequisite: Tech Prep Core

Course Description: Lodging management is a two semester course that integrates academic and hands-on activities to provide an overview of the industry and competencies necessary for success in various areas of the lodging industry. Completers are eligible for national certification after completion of course and required internship.

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Unit 1: Organization & Structure

Hours: 10

Terminology: Airport hotels, Alternative lodging properties, Back of the house, Bed and breakfast hotels, Casino hotels, Chain hotels, Commercial hotels, Conference centers, Convention hotels, Economy/Limited service, Executive floors, Extended-stay hotels, Franchising, Front of the house, Independent hotels, Management contract, Mid-range service, Organization chart, Referral groups, Residential hotels, Resort hotels, Revenue center, Suite hotels, Support center, Timeshare and condominium, World-class service

CAREER and TECHNICAL SKILLS			ACADEMIC and WORKPLACE SKILLS		
What the Student Should be Able to Do			What the Instruction Should Reinforce		
Knowledge	Application		Skill Group	Skill	Description
1.1 Define terminology	1.1.1	Prepare a list of terms with definitions	Foundation	Reading	Applies/Understands technical words that pertain to organization and structure [1.3.6]
				Writing	Uses words appropriately [1.6.21]
1.2 Define and identify types of lodging properties	1.2.1	Discuss aspects of each type of lodging property	Foundation	Speaking	Communicates thought, idea, or fact in spoken form [1.5.5]
1.3 Identify the differences in levels of guest service provided by each class of lodging property	1.3.1	List amenities offered by each property	Foundation	Speaking	Communicates thought, idea, or fact in spoken form [1.5.5]
			Thinking	Reasoning	Sees relationship between two or more ideas, objects, or situations [4.5.5]
1.4 Explain lodging property ownership and affiliation	1.4.1	List types of ownership	Foundation	Speaking	Communicates thought, idea, or fact in spoken form [1.5.5]
				Writing	Communicates thoughts, ideas, or facts in written form in a clear, concise manner [1.6.6]
1.5 Identify the differences in levels of service provided by each class of lodging property	1.5.1	Examine different levels of service	Foundation	Speaking	Communicates thought, idea, or fact in spoken form [1.5.5]
			Thinking	Reasoning	Sees relationship between two or more ideas, objects, or situations [4.5.5]
1.6 Create an organization chart for a lodging property	1.6.1	Create a chart that lists hotel divisions and departments	Foundation	Speaking	Communicates thought, idea, or fact in spoken form [1.5.5]
			Thinking	Reasoning	Sees relationship between two or more ideas, objects, or situations [4.5.5]
1.7 Classify functional areas of a lodging property by review or support centers	1.7.1	Diagram the functional areas of a lodging property by revenue or support centers	Thinking	Reasoning	Sees relationship between two or more ideas, objects, or situations [4.5.5]
1.8 Explain the functions of each division and department at a lodging property	1.8.1	Identify functions of each department	Foundation	Speaking	Communicates thought, idea, or fact in spoken form [1.5.5]

Unit 2: Guest Services

Hours: 8

Terminology: Capacity-constrained businesses, Chased-demand strategy, Intangible products, Level-capacity strategy, Market segmentation, Moment of truth, Service, Strategic planning, SWOT (strengths, weaknesses, opportunities, & threats), Target market

CAREER and TECHNICAL SKILLS			ACADEMIC and WORKPLACE SKILLS		
What the Student Should be Able to Do			What the Instruction Should Reinforce		
Knowledge	Application		Skill Group	Skill	Description
2.1 Define terminology	2.1.1 Prepare a list of terms with definitions		Foundation	Reading	Applies/Understands technical words that pertain to guest services [1.3.6]
				Writing	Uses words appropriately [1.6.21]
2.2 Identify the elements of guest service categories	2.2.1 Contrast types of guest services		Thinking	Reasoning	Sees relationship between two or more ideas, objects, or situations [4.5.5]
2.3 Distinguish between marketing tangible products and intangible products to guest	2.3.1 Identify tangible and intangible guest products		Foundation	Reading	Analyzes and applies what has been read to specific task [1.3.2]
2.4 Describe the concerns of maintaining quality control in relation to guest services	2.4.1 Explain the involvement of customers in service		Thinking	Decision Making	Demonstrates decision-making skills [4.2.4]
	2.4.2 Set guest services standards for a lodging property				Generates options/alternatives [4.2.6]
2.5 Distinguish between controlling inventory and controlling guest demand	2.5.1 Discuss real inventory and guest demand		Foundation	Reading	Applies information and concepts derived from printed materials [1.3.3]
2.6 Analyze time distribution channels in service	2.6.1 Explain the concept of "on time" and "when they want it"		Foundation	Reading	Applies information and concepts derived from printed materials [1.3.3]
2.7 Explain the role of strategic planning in guest service	2.7.1 Demonstrate the need for long term planning		Foundation	Reading	Applies information and concepts derived from printed materials [1.3.3]
2.8 Create a flow chart showing the steps needed in a strategic plan for guest services	2.8.1 Perform a SWOT analysis		Thinking	Creative Thinking	Combines ideas or information in a new way [4.1.2]
2.9 Describe safe methods for lifting moving, and carrying items	2.9.1 Demonstrate guidelines		Foundation	Speaking	Communicates thought, idea, or fact in spoken form [1.5.5]
				Writing	Communicates thoughts, ideas, or facts in written form in a clear, concise manner [1.6.6]

Unit 3: Lodging Safety

Hours: 8

Terminology: Acute hazards, Chemical identity, Chronic hazards, Electronic locking system, Emergency key, Fire and explosion hazard data, Hazard Communication (HazComm) Standard, Hospitality industry, Human resource manager, Management internship, Marketing manager, Material safety data sheets, Occupational Safety and Health Act (OSHA), Physical and chemical characteristics, Reactivity data

CAREER and TECHNICAL SKILLS		ACADEMIC and WORKPLACE SKILLS			
What the Student Should be Able to Do		What the Instruction Should Reinforce			
Knowledge	Application	Skill Group	Skill	Description	
3.1 Define terminology	3.1.1 Prepare a list of terms with definitions	Foundation	Reading	Applies/Understands technical words that pertain to lodging safety [1.3.6]	
			Writing	Uses words appropriately [1.6.21]	
3.2 Discuss job safety	3.2.1 Discuss appropriate procedures to maintain a safe workplace	Foundation	Speaking	Communicates thought, idea, or fact in spoken form [1.5.5]	
			Writing	Communicates thoughts, ideas, or facts in written form in a clear, concise manner [1.6.6]	
3.3 List safety equipment used in handling chemicals	3.3.1 Discuss how to purchase, store, and wear protective gear	Foundation	Speaking	Communicates thought, idea, or fact in spoken form [1.5.5]	
			Writing	Communicates thoughts, ideas, or facts in written form in a clear, concise manner [1.6.6]	
3.4 List the five steps needed to comply with the HazComm standard	3.4.1 Access OSHA	Foundation	Writing	Communicates thoughts, ideas, or facts in written form in a clear, concise manner [1.6.6]	
3.5 Describe the role of the front office in security	3.5.1 Explain key control measures in protecting a guest	Foundation	Speaking	Communicates thought, idea, or fact in spoken form [1.5.5]	
	3.5.2 Describe how to protect hotel funds		Writing	Communicates thoughts, ideas, or facts in written form in a clear, concise manner [1.6.6]	
	3.5.3 Summarize control access to safe deposit box and limited liability				
3.6 Identify suspicious activities	3.6.1 Discuss suspicious activities	Foundation	Listening	Listens for emotional meaning [1.2.5]	
		Thinking	Reasoning	Uses logic to draw conclusions from available information [4.5.6]	

CAREER and TECHNICAL SKILLS What the Student Should be Able to Do		ACADEMIC and WORKPLACE SKILLS What the Instruction Should Reinforce		
Knowledge	Application	Skill Group	Skill	Description
3.7 Identify emergency responses	3.7.1 Describe procedures for handling fires and power outages	Foundation	Speaking	Organizes ideas and communicates oral messages to listeners [1.5.7]
	3.7.2 Identify how to handle elevator malfunctions, weather emergencies, civil unrest, employee or guest death	Thinking	Reasoning	Uses logic to draw conclusions from available information [4.5.6]

Unit 4: Communicating with Guests

Hours: 15

Terminology: 900 premium-price call, Automatic call dispensing, Billed-to-room calls, Call accounting systems, Call detection equipment, Calling card/credit card calls, Cash bank, Collect calls, Direct-dial long-distance call, Group résumé, Guest cycle, Guest folio, Guest history file, Hotel Billing Information Center (HOBIC) systems, House limit, Information directory, International call, Late charges, Local call, Log book, Master folio, Master key, Pay phone, Person-to-person calls, Private Branch Exchange (PBX) system, Reader board, Registration record, Split folios, Telephone/room status, Third-party call, Toll-free call

CAREER and TECHNICAL SKILLS			ACADEMIC and WORKPLACE SKILLS		
What the Student Should be Able to Do			What the Instruction Should Reinforce		
Knowledge	Application	Skill Group	Skill	Description	
4.1 Define terminology	4.1.1 Prepare a list of terms with definitions	Foundation	Reading	Applies/Understands technical words that pertain to communicating with guests [1.4.6]	
			Writing	Uses words appropriately [1.6.21]	
4.2 Outline the stages in the guest cycle	4.2.1 Complete the events that occur during the guest's preapproval, arrival, occupancy and departure stages	Foundation	Reading	Analyzes and applies what has been read to specific task [1.4.2]	
4.3 Discuss the importance of protecting a guest's right to privacy	4.3.1 Discuss guest legal rights	Foundation	Speaking	Communicates a thought, idea, or fact in spoken form [1.5.5]	
			Writing	Communicates thoughts, ideas, or facts in written form in a clear, concise manner [1.6.6]	
4.4 Discuss log books and tell about materials covered	4.4.1 Classify the importance of good communication skills in front office positions	Foundation	Speaking	Communicates a thought, idea, or fact in spoken form [1.5.5]	
			Writing	Communicates thoughts, ideas, or facts in written form in a clear, concise manner [1.6.6]	
4.5 Discuss an information directory	4.5.1 Explain items listed in an information directory	Foundation	Speaking	Communicates a thought, idea, or fact in spoken form [1.5.5]	
4.6 Discuss a split folio and master folio	4.6.1 Compare and contrast the split folio and master folio	Foundation	Speaking	Communicates a thought, idea, or fact in spoken form [1.5.5]	
4.7 List types of equipment and supplies loaned to guests and identify property policies for those items	4.7.1 Discuss policies governing lending equipment and supplies to guest	Foundation	Writing	Communicates thoughts, ideas, or facts in written form in a clear, concise manner [1.6.6]	
4.8 Demonstrate proper handling of guest mail and packages	4.8.1 Discuss procedures used in handling guest mail and packages	Interpersonal	Coaching	Helps others learn new skills [2.1.4]	

CAREER and TECHNICAL SKILLS			ACADEMIC and WORKPLACE SKILLS		
What the Student Should be Able to Do			What the Instruction Should Reinforce		
Knowledge	Application		Skill Group	Skill	Description
4.9 Identify special needs guests and explain roles and responsibilities of the staff	4.9.1 Explain special needs requested by guest		Foundation	Listening	Receives and interprets verbal messages [1.2.8]
	4.9.2 Identify departments responsible for addressing guest special needs			Reading	Comprehends written information and applies it to a task [1.4.8]
4.10 Categorize the types of guest complaints	4.10.1 Compare and contrast various types of guest complaints		Foundation	Reading	Comprehends written information and applies it to a task [1.4.8]
4.11 Identify policies on handling guest complaints	4.11.1 List guidelines used in handling guest complaints		Thinking	Problem Solving	Devises and implements a plan of action to resolve problem [4.4.4]
4.12 Discuss follow-up procedures for guest complaints	4.12.1 List procedures developed to follow-up guest complaints		Thinking	Reasoning	Determines which conclusions are correct when given a set of facts and a set of conclusions [4.5.4]
	4.12.2 Distinguish communication mode used to respond to guest complaints				
4.13 Discuss the differences of direct dial calling, operated assisted calling and for premium price calling by the guest	4.13.1 Compare types of long distance calls available to guests		Foundation	Reading	Comprehends written information and applies it to a task [1.4.8]
4.14 Outline the functions of the PBX system	4.14.1 Discuss use of the PBX system		Foundation	Reading	Analyzes and applies what has been read to specific task [1.4.2]
4.15 Define a Call Accounting System (CAS)	4.15.1 Discuss benefits of CAS		Foundation	Reading	Applies information and concepts derived from printed materials [1.4.4]
4.16 List types of phones and discuss their usual locations	4.16.1 Create an outline to illustrate placement of phones		Foundation	Reading	Applies information to new situations [1.4.5]
				Speaking	Communicates a thought, idea, or fact in spoken form [1.5.5]
4.17 Discuss how hotels take and deliver faxes and messages to their guests	4.17.1 Demonstrate wake up calls, voice mail, and e-mail for hotel guests		Foundation	Speaking	Organizes ideas and communicates oral messages to listeners [1.5.7]
			Thinking	Problem Solving	Draws conclusions from what is read and gives possible solutions [4.4.4]
4.18 Tell why hotels offer TDD technology to their guests	4.18.1 Examine requirements of Americans with Disabilities Act		Foundation	Speaking	Organizes ideas and communicates oral messages to listeners [1.5.7]

Unit 5: Reservations & Registration

Hours: 15

Terminology: Advance deposit guaranteed reservation, Affiliate reservation network, American Plan, Central reservation systems, Control folio, Corporate guaranteed reservation, Credit card guaranteed reservation, Credit monitoring routine, Direct billing, Due-outs, Employee folios, European Plan, Folio, Forecasting, Global Distribution Systems (GDS), Guaranteed reservation, House count, Housekeeping status report, Identification code, Individual folios, Intersell agency, Modified American Plan, Non-affiliate reservation network, Non-guaranteed reservation, Non-guest folios, No-show, Occupancy report, Overflow facilities, Paid-in-advance, Permanent folio, Point of Sale (POS) system, Prepayment guaranteed reservation, Pre-registration, Property Management System (PMS), Rack rate, Real time capability, Reference code, Registration card, Reservation record, Revenue forecast report, Room rate, Room status discrepancy, Rooms availability report, Semi-permanent folio, Skipper, Source document, System update, Travel agent guaranteed reservation, Upselling, Voucher, Walk-in, Walking

CAREER and TECHNICAL SKILLS			ACADEMIC and WORKPLACE SKILLS		
What the Student Should be Able to Do			What the Instruction Should Reinforce		
Knowledge	Application		Skill Group	Skill	Description
5.1 Define terminology	5.1.1 Prepare a list of terms with definitions		Foundation	Reading	Applies/Understands technical words that pertain to reservations and registration [1.3.6]
				Writing	Uses words appropriately [1.6.21]
5.2 Discuss the various types of reservations	5.2.1 Classify the factors of a binding agreement between the lodging property and a potential guest		Foundation	Speaking	Communicates a thought, idea, or fact in spoken form [1.5.5]
				Writing	Communicates thoughts, ideas, or facts in written form in a clear, concise manner [1.6.6]
5.3 Describe a global distribution system	5.3.1 List the different types of global distribution systems		Foundation	Speaking	Communicates a thought, idea, or fact in spoken form [1.5.5]
5.4 List the ways properties directly receive reservations	5.4.1 Discuss methods used to make direct reservations in the lodging industry		Foundation	Speaking	Communicates a thought, idea, or fact in spoken form [1.5.5]
				Writing	Communicates thoughts, ideas, or facts in written form in a clear, concise manner [1.6.6]
5.5 Describe how a reservation is made over the Internet	5.5.1 Explore Internet usage for making lodging reservations		Foundation	Speaking	Organizes ideas and communicates oral messages to listeners [1.5.7]
5.6 Contrast affiliate and non-affiliate reservations office	5.6.1 Analyze the differences between an affiliate and non-affiliate reservations		Foundation	Reading	Draws conclusions from what is read [1.3.12]
				Speaking	Organizes ideas and communicates oral messages to listeners [1.5.7]
5.7 List the functions of a Central Reservation Office (CRO)	5.7.1 Discuss the goals of a CRO		Foundation	Writing	Communicates thoughts, ideas, or facts in written form in a clear, concise manner [1.6.6]
5.8 Identify information needed for forecasting occupancy rates	5.8.1 Discuss the need for forecasting occupancy rates		Thinking	Problem Solving	Demonstrates logical reasoning in reaching a conclusion [5.5.2]
5.9 Calculates percentages of no-shows, walk-in, overstays and understays	5.9.1 Perform calculations to obtain percentages of no-shows, walk-ins, overstays and understays		Foundation	Arithmetic/ Mathematics	Applies a mathematical formula to solve a problem [1.1.3]

CAREER and TECHNICAL SKILLS		ACADEMIC and WORKPLACE SKILLS			
What the Student Should be Able to Do		What the Instruction Should Reinforce			
Knowledge	Application	Skill Group	Skill	Description	
5.10 Describe the need for three-day and ten-day forecasts	5.10.1 Discuss information needed for forecasting length of stays	Foundation	Speaking Writing	Communicates a thought, idea, or fact in spoken form [1.5.5] Communicates thoughts, ideas, or facts in written form in a clear, concise manner [1.6.6]	
5.11 Identify the functions and purposes of pre-registration	5.11.1 Demonstrate the use of guest registration cards	Foundation	Writing	Communicates thoughts, ideas, or facts in written form in a clear, concise manner [1.6.6]	
	5.11.2 Illustrate the flow of registration information throughout the lodging property	Thinking	Creative Thinking	Develops visual aids to create audience interest [5.1.5]	
5.12 Tell when a room is available for sale and how to communicate room status reports	5.12.1 Discuss the elements of an occupancy report	Foundation	Speaking	Communicates a thought, idea, or fact in spoken form [1.5.5]	
			Writing	Adapts notes to a proper form [1.6.1]	
5.13 List and interpret rate schedules and special room rates	5.13.1 Examine different rates and schedules assigned to rooms	Foundation	Writing	Analyzes data, summarizes results, and makes conclusions [1.6.2]	
5.14 Describe procedures used when turning guests away and referring guests to another hotel	5.14.1 Discuss the correct procedure used in referring guests to other lodging	Foundation	Speaking	Speaks effectively using appropriate eye contact, gestures, and posture [1.5.11]	
5.15 Describe complete registration procedures	5.15.1 Show various forms of payment accepted	Thinking	Creative Thinking	Develops visual aids to create audience interest [5.1.5]	
	5.15.2 Demonstrate property policies on issuing room keys				
5.16 Identify features of the guest accounting module of the computer system	5.16.1 Classify individual, master, non-guest, employee, central, semi-permanent, and permanent folios	Foundation	Reading	Analyzes and applies what has been read to specific task [1.3.2]	

Unit 6: Settlement & the Front Office Audit

Hours: 20

Terminology: Account posting formula, Average daily rate, Average rate per guest, Cash bank, Daily operations report, Express check-out, Front office cash sheet, Guest history record, Late check-out, Late check-out fees, Multiple occupancy percentage, Multiple occupancy ratio, Net cash receipts, Night audit, Night auditor, Occupancy percentage, Occupancy ratios, Operating ratios, Overage, Posting, Revenue Per Available Room (Rev PAR), Room rate variance report, Room status report, Rooms division budget report, Self check-out terminals, Shortage, Trial balance, Yield statistic, Zero out

CAREER and TECHNICAL SKILLS			ACADEMIC and WORKPLACE SKILLS		
What the Student Should be Able to Do			What the Instruction Should Reinforce		
Knowledge	Application		Skill Group	Skill	Description
6.1 Define terminology	6.1.1	Prepare a list of terms with definitions	Foundation	Reading	Applies/Understands technical words that pertain to settlement and the front office audit [1.3.6]
				Writing	Uses words appropriately [1.6.21]
6.2 Describe the check-out procedure	6.2.1	Discuss a guest history file	Foundation	Speaking	Communicates a thought, idea, or fact in spoken form [1.5.5]
	6.2.2	Complete a list of departure procedures		Writing	Communicates thoughts, ideas, or facts in written form in a clear, concise manner [1.6.6]
6.3 Discuss procedures for settling accounts	6.3.1	Examine procedures for credit card settlements and direct billing	Foundation	Reading	Analyzes and applies what has been read to specific task [1.3.2]
6.4 Describe check-out options	6.4.1	Relate why hotels charge late check-out fees	Foundation	Writing	Communicates thoughts, ideas, or facts in written form in a clear, concise manner [1.6.6]
	6.4.2	Relate how to use express check-out fees	Thinking	Creative Thinking	Develops visual aids to create audience interest [4.1.4]
6.5 List steps involved in internal control	6.5.1	Analyze factors involved in performing internal control	Foundation	Writing	Communicates thoughts, ideas, or facts in written form in a clear, concise manner [1.6.6]
6.6 Describe procedures used in establishing cash banks	6.6.1	Examine procedure involved in establishing cash banks	Foundation	Arithmetic/ Mathematics	Calculates dollar amounts [1.1.7]
6.7 Tell why hotels audit financial records	6.7.1	Explain the need for an audit of a hotel's financial records	Foundation	Speaking	Communicates a thought, idea, or fact in spoken form [1.6.6]
6.8 Tabulate occupancy ratios	6.8.1	Perform steps used in tabulating occupancy ratios	Foundation	Arithmetic/ Mathematics	Applies addition, subtraction, and division to real-world situations [1.1.1]
6.9 Describe rooms division budget report	6.9.1	Discuss the need for devising a rooms division budget report	Foundation	Speaking	Communicates a thought, idea, or fact in spoken form [1.6.6]
6.10 Identify the functions of the front office audit	6.10.1	List function used in a front office audit	Foundation	Reading	Comprehends written information for main ideas [1.3.7]
				Speaking	Communicates a thought, idea, or fact in spoken form [1.6.6]

CAREER and TECHNICAL SKILLS What the Student Should be Able to Do		ACADEMIC and WORKPLACE SKILLS What the Instruction Should Reinforce			
Knowledge	Application	Skill Group	Skill	Description	
6.11 Examine room status discrepancies	6.11.1 Explain the need for verification of room discrepancies	Foundation	Reading Speaking	Draws conclusions from what is read [1.3.12] Communicates a thought, idea, or fact in spoken form [1.5.5]	
6.12 Identify no-show reservations	6.12.1 Explain methods used in identifying no-show reservations	Thinking	Reasoning	Determines which conclusions are correct when given a set of facts and a set of conclusions [4.6.3]	
6.13 Describe how to post room rates and taxes	6.13.1 Demonstrate how to prepare required reports 6.13.2 Relate how to prepare a cash deposit 6.13.3 Relate how to back up the system 6.13.4 Discuss the need to distribute reports	Foundation Thinking	Arithmetic/ Mathematics Reading Creative Thinking Problem Solving	Calculates dollar amount [1.1.7] Reads and follows instructions to operate technical equipment [1.3.19] Develops visual aids to create audience interest [4.1.4] Tracks and evaluates results [4.4.10]	

Unit 7: Housekeeping Management, Part 1

Hours: 14

Terminology: Amenity, Bar code, Deep cleaning, Fixed staff positions, Flextime, Floor par, Frequency schedules, Guestroom inspection, Hand caddy, Inventory lists, Lead-time quantity, Maximum quantity, Minimum quantity, Mitering, Non-recycled inventory, Par, Par number, Performance standards, Perpetual inventory, Physical inventory, Productivity standards, Recycled inventories, Resident manager, Room attendant's cart, Room status report, Safety stock level, Staffing guide, Variable staff positions

CAREER and TECHNICAL SKILLS		ACADEMIC and WORKPLACE SKILLS			
What the Student Should be Able to Do		What the Instruction Should Reinforce			
Knowledge	Application	Skill Group	Skill	Description	
7.1 Define terminology	7.1.1 Prepare a list of terms with definitions	Foundation	Reading	Applies/Understands technical words that pertain to housekeeping management [1.3.7]	
			Writing	Uses words appropriately [1.7.21]	
7.2 Identify typical cleaning responsibilities for the housekeeping department	7.2.1 Discuss the importance of employees to practice cleanliness habits and be attentive to appearance in lodging facilities	Foundation	Reading	Applies information to job performance [1.3.4]	
7.3 Show the inventory list of work to be performed	7.3.1 Create inventory list	Foundation	Writing	Organizes information into an appropriate format [1.7.10]	
7.4 Describe a frequency schedule	7.4.1 Discuss the need for a frequency schedule	Thinking	Problem Solving	Devises and implements a plan of action to resolve problems [4.4.3]	
7.5 Describe the need to implement productivity standards	7.5.1 Discuss the main objective in implementing productivity standards	Thinking	Problem Solving	Devises and implements a plan of action to resolve problems [4.4.3]	
7.6 Describe the difference between fixed and variable staff positions	7.6.1 Complete staffing guide for room attendants	Thinking	Problem Solving	Devises and implements a plan of action to resolve problems [4.4.3]	
	7.6.2 Complete staffing guide for other housekeeping positions				
	7.6.3 Complete staffing guide for other positions				
7.7 Identify alternative scheduling techniques	7.7.1 Distinguish the differences between part-time and flexible hours	Thinking	Problem Solving	Devises and implements a plan of action to resolve problems [4.4.3]	
7.8 Describe how the carpet's face affects its durability	7.8.1 Discuss the need for the various carpet density	Foundation	Speaking	Communicates a thought, idea, or fact in spoken form [1.5.5]	
7.9 Identify the types of primary backing	7.9.1 Discuss the various types of carpet backing	Foundation	Reading	Comprehends written information and applies it to a task [1.3.8]	
7.10 Describe potential carpet problems and how they may be corrected	7.10.1 Examine cleaning remedies for carpets	Foundation	Speaking	Communicates a thought, idea, or fact in spoken form [1.5.5]	

CAREER and TECHNICAL SKILLS		ACADEMIC and WORKPLACE SKILLS			
What the Student Should be Able to Do		What the Instruction Should Reinforce			
Knowledge	Application	Skill Group	Skill	Description	
7.11 Describe how routine inspections are part of a carpet and floor care program	7.11.1 Relate how preventative and routine maintenance prolong the life of carpets	Thinking	Problem Solving	Draws conclusions from observations, evaluates, conditions, and gives possible solutions [4.4.5]	
7.12 Identify proper vacuuming	7.12.1 Discuss when to use dry cleaning powder	Thinking	Problem Solving	Draws conclusions from observations, evaluates, conditions, and gives possible solutions [4.4.5]	
	7.12.2 Discuss when to use dry foam cleaning				
7.13 Describe use of rotary shampoo equipment	7.13.1 Discuss the cleaning procedure followed when cleaning carpet	Foundation	Reading	Follows written directions [1.3.13]	
			Speaking	Applies/Uses technical terms as appropriate to audience [1.5.2]	
7.14 Describe water extraction techniques	7.14.1 Discuss the need for water extraction techniques when cleaning carpets	Foundation	Reading	Follows written directions [1.3.13]	
			Speaking	Applies/Uses technical terms as appropriate to audience [1.5.2]	

Unit 8: Housekeeping Management, Part 2

Hours: 20

Terminology: Abrasives, Acids, Acute hazard, Alkalies, Antichlors, Antimicrobial treatment, Break, Builders, Chlorine bleach, Chronic hazards, Degreasers, Delimer, Deodorizer, Disinfectant, Electrostatic dissipation, Face, Face fibers, Face weight, Fiberglass cleaners, Hoppers, Hot- or cold-water extraction, Job safety analysis, Metal cleaners, Mildewcides, On-Premises Laundry (OPL), Oxygen bleach, Pile, Pile distortion, Polycotton, Ports, Preventive maintenance, Primary backing, Rotary floor machines, Routine maintenance, Secondary backing, Shading, Sizing, Soap, Sours, Steam cabinet, Surfactants, Synthetic detergents, Tunnel washers, Tunnels, Underwriters Laboratories (UL), Wet vacuums, Wetting agents, Wicking

CAREER and TECHNICAL SKILLS			ACADEMIC and WORKPLACE SKILLS		
What the Student Should be Able to Do			What the Instruction Should Reinforce		
Knowledge	Application		Skill Group	Skill	Description
8.1 Define terminology	8.1.1 Prepare a list of terms with definitions		Foundation	Reading	Applies/Understands technical words that pertain to housekeeping management [1.3.6]
				Writing	Uses words appropriately [1.6.21]
8.2 Identify the difference between recycled and non-recycled inventory	8.2.1 Differentiate between recycled and non-recycled inventory		Foundation	Reading	Applies information and concepts derived from printed materials [1.3.3]
8.3 Show how inventory is calculated	8.3.1 Calculate an inventory record		Foundation	Arithmetic/ Mathematics	Calculates different units of measurement [1.1.6]
8.4 Describe inventory levels for cleaning supplies	8.4.1 Explain the need for varying levels of cleaning supplies		Foundation	Arithmetic/ Mathematics	Adds and subtracts to determine inventory [1.1.41]
8.5 Identify types of linens	8.5.1 Apply establishing par levels for linens		Foundation	Arithmetic/ Mathematics	Uses calculator to solve mathematical problems [1.1.36]
8.6 Describe procedures for effective inventory control of linens	8.6.1 Complete a physical inventory of linens		Foundation	Arithmetic/ Mathematics	Adds and subtracts to determine inventory [1.1.41]
8.7 Describe the purchasing responsibilities of the executive housekeeper	8.7.1 Design and explain the parts of a purchase order		Foundation	Reading	Comprehends written information and applies it to a task [1.3.8]
				Speaking	Communicates a thought, idea, or fact in spoken form [1.5.5]
8.8 Identify factors to consider when determining size of annual linen purchases	8.8.1 Examine the quality of linens and their long-term costs		Foundation	Arithmetic/ Mathematics	Enters figures/calculations from one form or chart to another [1.1.21]
8.9 Examine linen purchases as they are received	8.9.1 Discuss the need for perpetual inventories		Thinking	Decision Making	Evaluates information/data to make best decision [4.2.5]
8.10 Identify guestroom cleaning supplies	8.10.1 Illustrate the complete stocking of a cart		Thinking	Creative Thinking	Develops visual aids to create audience interest [4.1.4]
8.11 Show a room status report	8.11.1 Complete a room assignment sheet		Foundation	Writing	Communicates thoughts, ideas, or facts in written form in a clear, concise manner [1.6.6]

CAREER and TECHNICAL SKILLS			ACADEMIC and WORKPLACE SKILLS		
What the Student Should be Able to Do			What the Instruction Should Reinforce		
Knowledge	Application		Skill Group	Skill	Description
8.12	Identify cleaning procedures	8.12.1 Demonstrate cleaning tasks	Thinking	Problem Solving	Demonstrates logical reasoning in reaching a conclusion [4.4.2]
8.13	Describe why guestrooms are inspected	8.13.1 Illustrate a room inspection report	Thinking	Seeing Things in the Mind's Eye	Organizes and processes images - symbols, pictures, graphs, objects, etc. [4.6.2]
8.14	Describe the characteristics of various fabrics used in the lodging industry	8.14.1 Classify fabrics into various categories	Thinking	Reasoning	Uses logic to draw conclusions from available information [4.5.6]
8.15	Describe the flow of the laundry cycle	8.15.1 Illustrate the flow of laundry through On-Premises Landry (OPL)	Foundation	Speaking Writing	Communicates a thought, idea, or fact in spoken form [1.5.5] Communicates thoughts, ideas, or facts in written form in a clear, concise manner [1.6.6]
8.16	Identify the importance of water as a chemical	8.16.1 Examine types of detergents and bleaches and their composition	Thinking	Decision Making	Evaluates information/data to make best decision [4.2.5]
8.17	Describe the washing machines used by hotels	8.17.1 Discuss the capabilities needed in the washers used at hotels	Foundation	Speaking Writing	Communicates a thought, idea, or fact in spoken form [1.5.5] Communicates thoughts, ideas, or facts in written form in a clear, concise manner [1.6.6]
8.18	Identify types of drying machines used in hotels	8.18.1 Research OSHA regulations on the Internet	Thinking	Knowing How to Learn	Uses available resources to acquire new skills or improve skills [4.3.4]
8.19	Describe how steam cabinets and tunnels work	8.19.1 List pros and cons of steam cabinets	Foundation	Speaking Writing	Communicates a thought, idea, or fact in spoken form [1.5.5] Communicates thoughts, ideas, or facts in written form in a clear, concise manner [1.6.6]
8.20	Define functions of flatworks, irons, and pressing machines	8.20.1 Discuss efficient use of flatworks, irons, and pressing machines	Foundation	Speaking Writing	Communicates a thought, idea, or fact in spoken form [1.5.5] Communicates thoughts, ideas, or facts in written form in a clear, concise manner [1.6.6]
8.21	Describe how rolling and holding equipment is used for handling linen	8.21.1 Explain guidelines of equipment usage	Foundation	Speaking Writing	Communicates a thought, idea, or fact in spoken form [1.5.5] Communicates thoughts, ideas, or facts in written form in a clear, concise manner [1.6.6]

Unit 9: Careers in Lodging Management

Hours: 10

Terminology: Career path (ladder), Career portfolio, Catering manager, Chain restaurants, Chief engineer, Contract food companies, Controller, Food and beverage manager, General manager, Hospitality industry, Human resources manager, Independent restaurants, Institutional food service, Management information systems manager, Management internship, Marketing manager, Resident manager, Sales manager, Social caterer

CAREER and TECHNICAL SKILLS		ACADEMIC and WORKPLACE SKILLS			
What the Student Should be Able to Do		What the Instruction Should Reinforce			
Knowledge	Application	Skill Group	Skill	Description	
9.1 Define terminology	9.1.1 Prepare a list of terms with definitions	Foundation	Reading	Applies/Understands technical words that pertain to careers in lodging management [1.3.6]	
			Writing	Uses words appropriately [1.6.21]	
9.2 List skill and managerial level positions in the lodging industry on charts	9.2.1 Discuss educational requirements for various skills and managerial level positions in the lodging industry	Foundation	Writing	Analyzes data, summarizes results, and makes conclusions [1.6.2]	
		Thinking	Reasoning	Comprehends ideas and concepts related to [4.5.2]	
9.3 List the career opportunities available for the lodging and food service industry	9.3.1 Research the Internet to locate examples of career opportunities in the lodging and food service industry	Foundation	Writing	Analyzes data, summarizes results, and makes conclusions [1.6.2]	
		Thinking	Reasoning	Comprehends ideas and concepts related to [4.5.2]	
9.4 List career opportunities available with clubs, airlines, cruise lines and travel agencies	9.4.1 Discuss availability of jobs with clubs, airlines, cruise lines and travel agencies	Foundation	Speaking	Communicates a thought, idea, or fact in spoken form [1.5.5]	
		Thinking	Reasoning	Comprehends ideas and concepts related to [4.5.2]	
9.5 Identify a career ladder for the lodging industry	9.5.1 Complete an application and a letter of application	Foundation	Speaking	Participates in conversation, discussion, and group presentations [1.5.8]	
	9.5.2 Complete a resume		Writing	Composes and creates document - letters, manuals, reports, proposals, graphs, flow charts, etc. [1.6.8]	
	9.5.3 Complete a mock interview				
	9.5.4 Compile a career portfolio				

Glossary

Unit 1: Organization & Structure

1. Airport hotels – lodging that is close to major travel centers
2. Alternative lodging properties – lodging establishments which compete for travelers; i.e., recreational vehicle parks, campgrounds, and mobile home parks
3. Back of the house – the functional areas of the hotel in which employees have little or no guest contact, such as engineering and maintenance
4. Bed and breakfast hotels – lodging where the owner of the establishment usually lives on the premises and serves breakfast to the guests
5. Casino hotels – lodging with gambling facilities and cater to leisure, vacation travelers
6. Chain hotels – properties that are affiliated with others; may be owned by a parent company, a franchise operation, or operated by a management contract company
7. Commercial hotels – lodging that caters primarily to business travelers
8. Conference centers – lodging specifically designed to handle group meetings and offer overnight accommodations for meeting attendees
9. Convention hotels – lodging designed to accommodate large conventions and offer as many as 2000 rooms or more
10. Economy/Limited service – offers clean, comfortable, inexpensive rooms and meet the basic needs of guests; appeals to budget-minded travelers
11. Executive floors – floors designed to provide some of the hotel's guests with world-class attention; sometimes known as tower, concierge, or club floors
12. Extended stay hotels – lodging that usually offers kitchen amenities in the room
13. Franchising – permits another party (the franchisee) to sell products or services in the name of a specific company (the franchisor)
14. Front of the house – the functional areas of the hotel in which employees have extensive guest contact, such as food and beverage facilities and the front office
15. Independent hotels – a property that is not affiliated with any other property, chain, or corporation
16. Management contract – a process in which a company operates a property for a fee
17. Mid-range service – offers a modest but sufficient level of service which appeals to the largest segment of the traveling public and may offer uniformed service, airport limousine service, food-and-beverage room service, a specialty restaurant, coffee shop, lounge, and special rates for certain guests
18. Organization chart – a schematic representation of the relationships between positions within an organization, showing where each position fits into the overall organization and illustrating the divisions of responsibility and lines of authority
19. Referral groups – Independent hotels which have banded together for some common purpose
20. Residential hotels – lodging that provides long-term or permanent accommodations for people urban or suburban areas
21. Resort hotels – lodging that features recreational facilities and scenery, usually located away from crowded residential areas

22. Revenue center – an operating division or department which sells goods or services to guests and thereby generates revenue for the hotel; the front office, food and beverage outlets, room service, and retail stores are typical revenue centers
23. Suite hotels – lodging that features guestrooms with a living room or parlor area and a separate bedroom
24. Support center – an operating division or department which does not generate direct revenue but plays a supporting role to the hotel's revenue centers; support centers include housekeeping, accounting, engineering and maintenance, and personnel functions
25. Timeshare and condominium hotels – sometimes referred to as “vacation-interval” hotels, this lodging typically involves individuals who purchase the ownership of accommodations for a specific period of time
26. World-class service – offers a level of service which stresses the personal attention given to guests and offers upscale restaurants and lounges, exquisite décor, concierge service, opulent rooms, and abundant amenities

Unit 2: Guest Services

1. Capacity-constrained businesses – businesses that produce “products” or services that cannot be inventoried or stored for future use
2. Chased-demand strategy – a management strategy in which capacity can, to limited extent, be varied to suit the level of demand
3. Intangible products – the primary products of hospitality-oriented organizations; i.e., comfort, enjoyment, and a pleasant experience relate to guest’s emotional well-being and expectations
4. Level-capacity strategy – a management strategy in which the same amount of capacity is offered, no matter how high the consumer demand
5. Market segmentation – a process whereby managers divide a varied market into distinctive and relatively homogenous subgroups or segments
6. Moment of truth – a critical moment when guests and staff interact, offering opportunities for staff to make a favorable impression, correct mistakes, and win repeat customers
7. Service – meeting customer needs in the way that they want and expect them to be met
8. Strategic planning – broad, long-range planning
9. SWOT (strengths, weaknesses, opportunities, and threats) analysis – an important step in the strategic planning process that helps companies assess how well they are serving their current markets
10. Target market – the market segments for which a property is best suited

Unit 3: Lodging Safety

1. Acute hazard – something that could cause immediate harm; i.e. a chemical that could cause burns on contact with the skin
2. Chemical identity – list of the chemical and common name(s) for the substance
3. Chronic hazards – chemicals, etc., that could affect the user over repeated, long-term use
4. Electronic locking system – replaces traditional mechanical locks with computer-based guestroom access devices
5. Emergency key – a key that opens all guestroom doors, even when they are double-locked
6. Fire and explosion hazard data – information as to if and under what circumstances a chemical could catch fire and/or explode
7. Hazard Communication (HazComm) Standard – OSHA's regulation requiring employers to inform employees about possible hazards related to chemicals they use on the job
8. Hospitality industry – lodging and food service businesses that provide short-term or transitional lodging and/or food
9. Human resource manager – the person in charge of employee relations within an organization
10. Management internship – supervised, job-site training that hotel school graduates must have before engaging in actual management
11. Marketing manager – the person who develops and implements a marketing plan and budget
12. Material Safety Data Sheets (MSDS) – a form that is supplied by the chemicals manufacturer containing information about a chemical
13. Occupational Safety and Health Act (OSHA) – a broad set of rules that protects workers in all trades and professions from a variety of unsafe working conditions
14. Physical and chemical characteristics – properties that can help workers identify a chemical by sight or smell
15. Reactivity data – information about the stability of a chemical

Unit 4: Communicating with Guests

1. 900 premium-price call – a call made to businesses that charge callers a fee for the call
2. Automatic call dispensing – allows the hotel to call rooms for wake-up services, in case of emergency, or with instructions for a specific group
3. Billed-to-room calls – operator-assisted calls
4. Call Accounting Systems (CAS) – a set of software programs that initiate the placement, pricing, and posting of calls
5. Call detection equipment – works with the hotel's phone equipment and call accounting systems to pinpoint the exact moment a telephone call is connected
6. Calling card/credit card calls – billed to a code number on a card issued by either a local phone company or by a long-distance company
7. Cash bank – an amount of money given to a cashier at the start of each workshift so that he or she can handle the various transactions that occur; the cashier is responsible for this cash bank and for all cash, checks, and other negotiable items received during the workshift
8. Collect calls – a call billed to the receiving party
9. Direct-dial long-distance call – a call placed directly by the hotel guest; the most common calls made
10. Group résumé – a summary of all a group's activities, billing instructions, key attendees, recreational arrangements, arrival and departure patterns, and other important information
11. Guest cycle – a division of the flow of business through a hotel that identifies the physical contacts and financial exchanges between guests and hotel employees
12. Guest folio – a form (paper or electronic) used to chart transactions on an account assigned to an individual person or guestroom
13. Guest history file – a collection of guest history records, constructed from expired registration cards or created through sophisticated computer-based systems, that automatically direct information about departing guests into a guest history database
14. Hotel Billing Information Center (HOBIC) systems – a system where the telephone company would intercept the call, break onto the line, and arrange for a method to bill the call
15. House limit – the amount, set by the hotel, which guests can charge to their accounts without partial settlement
16. Information directory – a collection of information kept at the front desk for front desk agents to use in responding to guest requests, including simplified maps of the area; taxi and airline company telephone numbers; bank, theater, church, and store locations; and special event schedules
17. International call – a call placed to a location out of the United States
18. Late charges – charged purchases made by guests that are posted to folios after guests have settled their accounts
19. Local call – a call placed to a location within a certain area around the hotel
20. Log book – a journal in which important front office events and decisions are recorded for reference during subsequent shifts
21. Master folio – a folio used to chart transactions on an account assigned to more than one person or guestroom, usually reserved for group accounts

22. Master key – a key that opens all guestroom doors which are not double locked
23. Pay phone – phones generally placed in public areas such as in or near the hotel lobby, meeting rooms, conference rooms, and restaurants by a phone company
24. Person-to-person calls – a call placed to a specific person and not connected unless that person verifies that he or she is on the line
25. Private Branch Exchange (PBX) systems – the hotel switchboard system which controls phone service into the hotel
26. Reader board – a posting or closed-circuit broadcast of daily events at a hotel
27. Registration record – a collection of important guest information created by the front desk agent following the guest's arrival
28. Split folios – a folio in which a guest's charges are separated into two or more folios
29. Telephone/room status – assist with room management and prohibit the unauthorized use of telephones in vacant rooms
30. Third-party call – similar to collect calls except the billed number is not the called number
31. Toll-free call – a call that can be direct-dialed from a guestroom and incurs no charge to the guest or hotel

Unit 5: Reservations & Registration

1. Advance deposit guaranteed reservation – a type of reservation guarantee that requires the guest to pay a specified amount of money to the hotel in advance of arrival
2. Affiliate reservation network – a hotel chain's reservation system in which all participating properties are contractually related
3. American Plan – a billing arrangement under which room charges include the guestroom and three meals; also called full pension
4. Central reservation systems – a network for communicating reservations in which each participating property is represented in a computer system database and is required to provide room availability data to the central reservations center on a timely basis
5. Control folio – constructed for each revenue center and used to track all transactions posted to other folios
6. Corporate guaranteed reservation – a type of reservation guarantee in which the corporation signs a contractual agreement with the hotel to accept financial responsibility for any no-show business travelers it sponsors
7. Credit card guaranteed reservation – a type of guarantee supported by credit card companies who guarantee participating properties payment for reserved rooms that remain unoccupied
8. Credit monitoring routine – compares a guest's current folio balance with a credit limit that is predetermined by management officials
9. Direct billing – a credit arrangement, normally established through correspondence between a guest or a company and the hotel, in which the hotel agrees to bill the guest or the company for charges incurred
10. Due-outs – guests expected to check out on a given day who have not yet done so
11. Employee folios – used to track employee purchases, compute discounts, monitor expense account activity, and separate authorized business charges from personal expenditures
12. European Plan – A billing arrangement under which meals are priced separately from rooms
13. Folio – a statement of all transactions affecting the balance of a single account
14. Forecasting – short-term planning that approximates the number of rooms available for sale on any future date
15. Global Distribution Systems (GDS) – a distribution channel for reservations that provides worldwide distribution of hotel reservation information and allows selling of hotel reservations around the world
16. Guaranteed reservation – a reservation that assures the guest that a room will be held until check-out time of the day following the day of arrival; the guest guarantees payment for the room, even if it is not used, unless the reservation is properly canceled
17. House count – a forecast specially prepared for food and beverage, banquet, and catering operations which generally includes the expected number of guests
18. Housekeeping status report – a report the housekeeping department prepares that indicates the current housekeeping status of each room, based on a physical check
19. Identification code – generally, the first few letters of a guest's last name which enables the guest accounting module to process a charge to the correct folio when two separate accounts exist under the same room number

20. Individual folios – assigned to an in-house guest for the purpose of charting the guest's financial transactions with the hotel
21. Intersell agency – a central reservation system that contracts to handle reservations for more than one product line
22. Modified American Plan – a billing arrangement under which the daily rate includes charges for the guestroom and two meals, typically breakfast and dinner
23. Non-affiliate reservation network – a central reservation system that connects independent (non-chain) properties
24. Non-guaranteed reservation – a reservation agreement in which the hotel agrees to hold a room for the guest until a stated reservation cancellation hour on the day of arrival; the property is not guaranteed payment in the case of a no-show
25. Non-guest folios – a folio used to chart transactions on an account assigned to (1) a local business or agency with charge privileges at the hotel, (2) a group sponsoring a meeting at the hotel, or (3) a former guest with an out-standing account balance
26. No-show – a guest who made a room reservation but did not register or cancel
27. Occupancy report – a report prepared each night by a front desk agent which lists rooms occupied that night and indicates guests who are expected to check out the following day
28. Overflow facilities – a property selected to receive central system reservation requests after room availabilities in the system's participating properties within a geographic region have been exhausted
29. Paid-In-Advance (PIA) – a guest who pays his or her room charges in cash during registration
30. Permanent folio – used to track guest folio balances that are settled to a credit card company
31. Point of Sale (POS) system – a computer network that allows electronic cash registers at the hotel's points of sale to communicate directly with a front office accounting module
32. Prepayment guaranteed reservation – a type of reservation guarantee that requires a payment in full before the day of arrival
33. Pre-registration – registration activities that occur before the guest arrives at the property
34. Property Management System (PMS) – a computer software package that supports a variety of applications related to front office and back office activities
35. Rack rate – the standard rate established by a hotel for a particular category of rooms
36. Real time capability – refers to simultaneous processing
37. Reference code – generally, the serial number of a departmental source document
38. Registration card – a printed form for a registration record
39. Reservation record – a manual record created by the reservationist as a result of the initial inquiry procedures
40. Revenue forecast report – projects future revenue by multiplying predicted occupancies by current house rates
41. Room rate – the price a hotel charges for overnight accommodations

42. Room status discrepancy – a situation in which the housekeeping department's description of a room's status differs from the room status information that guides front desk employees in assigning rooms to guests
43. Rooms availability report – lists, by room type, the number of rooms available each day (the net remaining rooms in each category)
44. Semi-permanent folio – used to track “bill to” accounts receivable
45. Skipper – a guest who leaves with no intention of paying for the room
46. Source document – a printed voucher, usually serial numbered for internal-control purposes, from a revenue-producing department showing an amount that is charged to a folio
47. System update – a fully automated audit routine that accomplishes many of the same functions as a non-computerized night audit
48. Travel agent guaranteed reservation – a type of reservation guarantee under which the hotel generally bills the travel agency after a guaranteed reservation has been classified as a no-show
49. Upselling – a sales technique whereby a guest is offered a more expensive room than what he or she reserved or originally requested, and then persuaded to rent the room based on the room's features, benefits, and his or her needs
50. Voucher – a document detailing a transaction to be posted to a front office account; used to communicate information from a point of sale to the front office
51. Walk-in – a guest who arrives at a hotel without a reservation
52. Walking – turning away a guest who has a reservation because of a lack of rooms

Unit 6: Settlement & the Front Office Audit

1. Accounting posting formula – the formula used in posting transactions to front office accounts: Previous Balance + Debits – Credits = Net Outstanding Balance
2. Average daily rate – an occupancy ratio derived by dividing net rooms revenue by the number of rooms sold
3. Average rate per guest – an occupancy ratio derived by dividing net rooms revenue by the number of guests
4. Cash bank – an amount of money given to a cashier at the start of each workshift so that he or she can handle the various transactions that occur
5. Daily operations report – a report, typically prepared by the night auditor, that summarizes the hotel's financial activities during a 24-hour period and provides insight into revenues, receivables, operating statistics, and cash transactions related to the front office; also known as the manager's report
6. Express check-out – a pre-departure activity that involves the production and early morning distribution of guest folios for guests expected to check out that morning
7. Front office cash sheet – a form completed by front office cashiers that lists each receipt or disbursement of cash during a workshift; used to reconcile actual cash on hand with the transactions that occurred during the shift
8. Guest history record – a record of personal and financial information about hotel guests relevant to marketing and sales that can help the hotel serve the guest on return visits
9. Late check-out – a room status term indication that the guest is being allowed to check out later than the hotel's standard check-out time
10. Late check-out fees – a charge imposed by some hotels on guests who do not check out by the established check-out time
11. Multiple occupancy percentage – the number of rooms occupied by more than one guest divided by the number of rooms occupied by guests
12. Multiple occupancy ratio – a measurement used to forecast food and beverage revenue, to indicate clean linen requirements, and to analyze daily revenue rate
13. Net cash receipts – the amount of cash and checks in the cashier's drawer, minus the amount of the initial cash bank
14. Night audit – a daily comparison of guest accounts (and non-guest accounts having activity) with revenue center transaction information
15. Night auditor – an employee who checks the accuracy of front office accounting records and compiles a daily summary of hotel financial data as part of the night audit
16. Occupancy percentage – an occupancy ratio that indicates the proportion of rooms sold to rooms available for sale during a specific period of time
17. Occupancy ratios – a measurement of the success of the hotel in selling rooms
18. Operating ratios – a group of ratios that assist in the analysis of hospitality operations
19. Overage – an imbalance that occurs when the total of cash and checks in a cash register drawer is greater than the initial bank plus net cash receipts
20. Posting – the process of recording transactions on a guest folio
21. Revenue Per Available Room (RevPAR) – a revenue management statistic that measures the revenue-generating capability of a hotel
22. Room rate variance report – a report listing rooms that have not been sold at rack rates

23. Room status report – a report that allows hotel employees to identify the occupancy, status, and condition of the property's rooms, typically prepared as part of the night audit
24. Rooms division budget report – compares actual revenue and expense figures with budgeted amounts
25. Self check-out terminals – a computerized system, usually located in the hotel lobby, which allows the guest to review his or her folio and settle the account to the credit card used at check-in
26. Shortage – an imbalance that occurs when the total of cash and checks in a cash register drawer is less than the initial bank plus net cash receipts
27. Trial balance – in the night audit, the process of balancing front office accounts with transaction information by department
28. Yield statistic – the ratio of actual rooms revenue to potential rooms revenue
29. Zero out – to settle in full the balance of a folio account as the guest checks out

Unit 7: Housekeeping Management, Part 1

1. Amenity – a service or item offered to guests or placed in guestrooms for convenience and comfort and at no extra cost
2. Bar code – a group of printed and variously patterned bars, spaces, and numerals that are designed to be scanned and read into a computer system as label identification for an object
3. Deep cleaning – intensive or specialized cleaning undertaken in guestrooms or public areas
4. Fixed staff positions – positions that must be filled regardless of the volume of business
5. Flextime – schedules that allow employees to work hours other than the standard ones
6. Floor par – the quantity of each type of linen that is required to outfit all rooms serviced from a particular floor linen closet
7. Frequency schedules – a schedule that indicates how often each item on an area inventory list needs to be cleaned or maintained
8. Guestroom inspection – a detailed process in which guestrooms are systematically checked for cleanliness and maintenance needs
9. Hand caddy – a portable container for storing and transporting cleaning supplies
10. Inventory lists – a list of all items within a particular area that need cleaning by or attention of housekeeping personnel
11. Lead-time quantity – the number of purchase units consumed between the time that a supply order is placed and the time that the order is actually received
12. Maximum quantity – the greatest number of purchase units that should be in stock at any given time
13. Minimum quantity – the fewest number of purchase units that should be in stock at any given time
14. Mitering – a method for contouring a sheet or blanket to fit the corner of a mattress in a smooth and neat manner
15. Non-recycled inventory – those items in stock that are consumed or used up during the course of routine housekeeping operations
16. Par – the standard quantity of a particular inventory item that must be on hand to support daily, routine housekeeping operations
17. Par number – a multiple of the standard quantity of a particular inventory item that represents the quantity of the item that must be on hand to support daily, routine housekeeping operations
18. Performance standards – a required level of performance that establishes the quality of work that must be done
19. Perpetual inventory – a system in which receipts and issues are recorded as they occur; this system provides readily available information on inventory levels and cost of sales
20. Physical inventory – taking a physical count of all the linen and recording the amounts on an inventory count sheet
21. Productivity standards – an acceptable amount of work that must be done within a specific time frame according to an established performance standard
22. Recycled inventories – those items in stock that have relatively limited useful lives but are used over and over in housekeeping operations

23. Resident manager – the person in charge of the rooms division
24. Room attendant's cart – a lightweight, wheeled vehicle used by room attendants for transporting cleaning supplies, linen, and equipment needed to fulfill a block of cleaning assignments
25. Room status report – a report that allows hotel employees to identify the occupancy, status, and condition of the property's rooms, typically prepared as part of the night audit
26. Safety stock level – the number of purchase units that must always be on hand for smooth operation in the event of emergencies, spoilage, and unexpected delays in delivery, or other situations
27. Staffing guide – a system used to establish the number of labor hours needed
28. Variable staff positions – positions that are filled in relation to changes in hotel occupancy

Unit 8: Housekeeping Management, Part 2

1. Abrasives – gritty substances used to remove heavy soils and polishes
2. Acids – weak citric acids and vinegar that can be used to clean glass, bronze, and stainless steel
3. Acute hazard – something that could cause immediate harm
4. Alkalies – chemicals that help detergents lather better and keep stains suspended in the wash water after they have been loosened and lifted from the fabric
5. Antichlors – laundry chemicals that are sometimes used at the rinse point in the wash cycle to ensure that all the chlorine in the bleach has been removed
6. Antimicrobial treatment – a carpet treatment in which a solution is applied to the carpet to kill many kinds of bacterial and fungi and the odors they cause
7. Break – a high-alkaline, soil-loosening product which is added in the second step of the typical wash cycle
8. Builders – laundry chemicals that are often added to synthetic detergents to soften water and remove oils and grease
9. Chlorine bleach – helps remove stains, kill bacteria, and whiten fabrics
10. Chronic hazards – something that could cause harm over a long period
11. Degreasers – products that act on a variety of greases and soils
12. Delimer – Substance that removes mineral deposits that can dull, scale, or discolor surfaces
13. Deodorizer – chemical or powder that conceals the smell of cleaners in the room
14. Disinfectant – substance that kills bacteria, mold, and mildew
15. Electrostatic dissipation – a carpet treatment in which a solution is applied to make the carpet resistant to static electricity
16. Face – the pile of the carpet
17. Face fibers – yarns that form the pile of the carpet
18. Face weight – the measure of a carpet's pile
19. Fiberglass cleaners – special cleaner designed to avoid scratching the surface of fiberglass materials
20. Hoppers – openings in washing machines through which detergents can be poured
21. Hot- or cold-water extraction – a deep-cleaning carpet method in which a machine sprays a detergent-and-water solution onto the carpet under low pressure and in the same pass, vacuums out the solution and soil
22. Job safety analysis – a detailed report that lists every job task performed by all housekeeping employees
23. Metal cleaner – a chemical used to clean metal

24. Mildewcides – laundry chemicals added to the wash cycle to prevent the growth of bacteria and fungus on linens for up to 30 days
25. On-Premises Laundry (OPL) – lodging industry's ability to launder sheets and towels on site
26. Oxygen bleach – helps remove stains, kill bacteria and whiten fabrics; is milder than chlorine bleach and is generally safe for most washable fabrics
27. Pile – the surface of a carpet; consists of fibers or yarns that form raised loops that can be cut or sheared
28. Pile distortion – face fiber conditions such as twisting, pilling, flaring, or matting caused by heavy traffic or improper cleaning methods
29. Polycotton – a polyester/cotton blend
30. Ports – openings into washing machines through which detergents can be poured
31. Preventive maintenance – a systematic approach to maintenance in which situations are identified and corrected on a regular basis to control costs and keep larger problems from occurring
32. Primary backing – the part of the carpet to which face fibers are attached and which holds these fibers in place
33. Rotary floor machine – floor care equipment that accommodates both brushes and pads to perform such carpet-cleaning tasks as dry-foam cleaning, mist pad cleaning, rotary spin pad cleaning, or bonnet and brush shampoos
34. Routine maintenance – activities related to the general upkeep of the property that occur on a regular (daily or weekly) basis and require relatively minimal training or skills to perform
35. Secondary backing – the part of a carpet that is laminated to the primary backing to provide additional stability and more secure installation
36. Shading – a carpet condition that occurs when the pile is brushed in two different directions so that dark and light areas appear
37. Sizing – laundry chemicals added to the wash cycle to stiffen polyester blends
38. Soap – a kind of detergent; soaps are destroyed by sours
39. Sours – mild acids used to neutralized residual alkalinity in fabrics after washing and rinsing
40. Steam cabinet – a box in which articles are hung and steamed to remove wrinkles
41. Surfactants – laundry chemicals that aid soil removal and act as antibacterial agents and fabric softeners
42. Synthetic detergents – detergents that are especially effective on oil and grease
43. Tunnel washers – a long, sequential laundry machine that operates continuously, processing each stage of the wash/rinse cycle and extracting in another section of the machine
44. Tunnels – *see Steam cabinet*
45. Underwriters Laboratories (UL) – an independent, nonprofit organization that tests electric equipment and devices to ensure that the equipment is free of defects that could cause fire or shock
46. Wet vacuums – floor care equipment used to pick up spills or to pick up rinse water that is used during carpet or floor cleaning

47. Wetting agents – a chemical that breaks down the surface tension of the water and allows water to get behind the dirt to lift it off the surface
48. Wicking – a carpet condition that occurs when the backing of the carpet becomes wet and the face yarns draw the moisture and color of the backing to the carpet's surface

Unit 9: Careers in Lodging Management

1. Career path (ladder) – a series of positions an individual may take on the way to his or her ultimate career goal
2. Career portfolio – a collection of information gathered during the career planning process
3. Catering manager – the person in charge of the department that provides food and beverages to hotel patrons
4. Chain restaurants – a set of related restaurants, usually with the same name in many different locations either under shared corporate ownership or franchising agreements
5. Chief engineer – the person responsible for a hotel's physical operation and maintenance
6. Contract food companies – hired by organizations whose major business purpose is not food service, but they provide it; i.e. schools, hospitals, sports arenas, airlines, cruise ships
7. Controller – manages the accounting department and all of its functions, including management of credit, payroll, guest accounts, and cashiering activities
8. Food and beverage manager – directs the production and service of food and beverages
9. General manager – the chief operating officer of a hotel or restaurant
10. Hospitality industry – lodging and food service businesses that provide short-term or transitional lodging and/or food
11. Human resources manager – in charge of employee relations within an organization
12. Independent restaurants – luxury restaurants usually owned and operated by independent entrepreneurs
13. Institutional food service – food service programs handled by the institution itself
14. Management information systems managers – manages a hotel's computerized management information systems
15. Management internship – supervised training that hotel school graduates must have before engaging in actual management; takes place at a job site
16. Marketing manager – develops and implements a marketing plan and budget
17. Resident manager – in charge of the rooms division
18. Sales manager – conducts sales programs and makes sales calls on prospects for group and individual business
19. Social caterer – provides food service at a remote site; sometimes providing only food, sometimes also tables, chairs, utensils, etc.