

**UCC/UGC/ECCC**

Proposal for Course Change

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| --- |
| **FAST TRACK (Select if this will** **be a fast track item. Refer to** [**UCC**](http://www4.nau.edu/avpaa/UCCPolicy/FastTrack.docx) **or** [**UGC**](http://www.nau.edu/gradcol/UGC/UGC_FastTrack_Policy&Process.pdf) **Fast Track Policy for eligibility)** |

# *If the changes included in this proposal are significant, attach copies of original and proposed syllabi in* [*approved university format*](http://www4.nau.edu/avpaa/UCCForms/syllabus.doc)*.*

|  |  |  |  |
| --- | --- | --- | --- |
| 1. Course subject and number: | **HA 355** | 2. Units: | **3** |

[**See upper and lower division undergraduate course definitions**](http://www4.nau.edu/avpaa/UCCPolicy/Uplow.doc).

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| 3. College: | The W.A. Franke College of Business | 4. Academic Unit: | Hotel and Restaurant Management |

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| 5. Current Student Learning Outcomes of the course.   1. Understand the major cost areas of food service operations and the control of each. 2. Be able to implement budgeting as a major forecasting and control mechanism. 3. Understand several of the most effective methods of labor cost control. 4. Understand food and beverage cost controls and their implementation from initialization to analysis. 5. Have a firm grasp of cost, volume, and profit, 6. Be able to utilize personal computers in designing budgets & reports in doing analysis. 7. To learn to think and apply the knowledge in order to attain the goals one desires. | Show the proposed changes in this column (if applicable). Bold the proposed changes in this column to differentiate from what is not changing, and Bold with strikethrough what is being deleted. *(*[*Resources & Examples for Developing Course Learning Outcomes*](http://www4.nau.edu/avpaa/Assessment/CourseLearningOutcomesPDF_090712.pdf)*)*   1. **~~Understand the major cost areas of food service operations and the control of each.~~** 2. **~~Be able to implement budgeting as a major forecasting and control mechanism.~~** 3. **~~Understand several of the most effective methods of labor cost control.~~** 4. **~~Understand food and beverage cost controls and their implementation from initialization to analysis.~~** 5. **~~Have a firm grasp of cost, volume, and profit,~~** 6. **~~Be able to utilize personal computers in designing budgets & reports in doing analysis.~~** 7. **~~To learn to think and apply the knowledge in order to attain the goals one desires.~~** 8. **The student will be able to define “control” and recognize its importance.** 9. **The student will be able to explain the purposes and applications of standard costs and the uses of standard cost tools.** 10. **The student will be able to explain the basic formula for calculating cost of sales and identify sources of information for each component of the formula.** 11. **The student will be able to describe the role of budget standards in planning and control and apply cost-volume-profit analysis to food and beverage operations.** 12. **The student will be able to describe the importance of the menu as both a control tool and a marketing tool.** 13. **The student will be able to explain menu engineering.** 14. **The student will be able to explain the importance of standard recipes (including computerized standard recipes) as production tools.** 15. **The student will be able to explain how revenue management is applied to restaurants.** 16. **The student will be able to create a restaurant revenue management analysis for a restaurant.** 17. **The student will be able to describe the principles and procedures important in controlling the purchasing and receiving processes and recognize the need for accurate inventory recordkeeping systems.** 18. **The student will be able to identify the goals of effective storage and issuing controls, describe physical and perpetual inventory systems, and recognize the need for accurate inventory recordkeeping systems.** 19. **The student will be able to explain the role of analysis, corrective action, and evaluation in the control process.** 20. **The student will be able to demonstrate several of the most effective methods of labor cost control.** 21. **The student will be able to describe how analysis, corrective action, and evaluation are used in the labor control process to reconcile staffing and budgeting concerns.** 22. **The student will be able to explain Payment Card Industry (PCI) compliance.** 23. **The student will be able to utilize spreadsheets in solving food and beverage cost problems.** 24. **The student will be able to describe the types of food and beverage restaurant technology systems used for revenue management and cost control.** |

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| 6. Current **title,** **description** and **units**. Cut and paste, in its entirety,from the current on-line academic catalog\* [**http://catalog.nau.edu/Catalog/**](http://catalog.nau.edu/Catalog/).  **HA 355 FOOD AND BEVERAGE COST CONTROL (3)**  Description: Management of systems and techniques used to control food, beverage, and labor costs in the hospitality industry. Letter grade only.  Units: 3  Prerequisite: [(HA 170 or CIS 120) and ACC 255 and (HA 260 or ACC 256) and Admission to HRM Mgmt (BS) or Int'l Hospitality Mgmt (BS) or Restaurant Mgmt (CERT) or Int'l Tourism Mgmt (CERT)] or Business Professional Program or Int'l Exchange Student Group | Show the proposed changes in this column **Bold** the proposed changes in this column to differentiate from what is not changing, and **~~Bold with strikethrough~~**what is being deleted.  **HA 355 ~~FOOD AND BEVERAGE~~ REVENUE MANAGEMENT AND COST CONTROL FOR RESTAURANTS (3)**  Description: **~~Management of systems and techniques used to control food, beverage, and labor costs in the hospitality industry.~~** **The Revenue**  **Management and Cost Control for**  **Restaurants course is a study of the**  **systems and techniques utilized to control food, labor, beverage and other costs as well as manage revenue in the foodservice industry.** Letter grade only.  Units: 3  Prerequisite: **~~[(HA 170 or~~** CIS 120**,~~) and~~** ACC 255**,** **HA 270,** and (HA 260 or ACC 256) and **completed 45 units or more and** **~~(Admission to HRM Mgmt (BS) or Int'l Hospitality Mgmt (BS)~~ ((HRM Major** or Restaurant Mgmt (CERT) or Int'l Tourism Mgmt (CERT)] or Business Professional Program or Int'l Exchange Student Group**))** |

\*if there has been a previously approved UCC/UGC/ECCC change since the last catalog year, please copy the approved text from the proposal form into this field.

7. Justification for course change.

**The justification for this is the importance of revenue management in all hospitality businesses.  This component will focus on understanding demand, external markets, customers, and competition in maximizing restaurant revenues.  It will include how a restaurant can produce the highest amount of revenue possible for a certain time period.**

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| 8. Effective **BEGINNING** of what term and year? | **Fall 2014** |
| [**See effective dates calendar**](http://www4.nau.edu/avpaa/timelines/1213Effective.xls). |  |

**IN THE FOLLOWING SECTION, COMPLETE ONLY WHAT IS CHANGING**

|  |  |
| --- | --- |
| **CURRENT** | **PROPOSED** |
| Current course subject and number: | Proposed course subject and number: |
| Current number of units: | Proposed number of units: |
| Current short course title:  FOOD & BEVERAGE COST CONTROL | Proposed short course title (max 30 characters):  **REVENUE MGMT & COST CONTROL** |
| Current long course title:  FOOD AND BEVERAGE COST CONTROL | Proposed long course title (max 100 characters):  **REVENUE MANAGEMENT AND COST CONTROL FOR RESTAURANTS** |
| Current grading option:  letter grade  pass/fail  or both | Proposed grading option:  letter grade  pass/fail  or both |
| Current repeat for additional units: | Proposed repeat for additional units: |
| Current max number of units: | Proposed max number of units: |
| Current prerequisite:  [(HA 170 or CIS 120) and ACC 255 and (HA 260 or ACC 256) and Admission to HRM Mgmt (BS) or Int'l Hospitality Mgmt (BS) or Restaurant Mgmt (CERT) or Int'l Tourism Mgmt (CERT)] or Business Professional Program or Int'l Exchange Student Group | Proposed prerequisite (include rationale in the justification):  **CIS 120, ACC 255, HA 270, and (HA 260 or ACC 256) and completed 45 units or more and ((HRM Major or Restaurant Mgmt (CERT) or Int'l Tourism Mgmt (CERT)] or Business Professional Program or Int'l Exchange Student Group))** |
| Current co-requisite: | Proposed co-requisite (include rationale in the justification): |
| Current co-convene with: | Proposed co-convene with: |
| Current cross list with: | Proposed cross list with: |

9. Is this course in any plan (major, minor, or certificate) or sub plan (emphasis)?

Yes  No

If yes, describe the impact and include a letter of response from each impacted academic unit.

**Hotel and Restaurant Management BS, International Hospitality Management BS, Hospitality Accounting for HRM Majors, Restaurant Management Certificate, Certificate in Hospitality for Business Majors**

**CIS 120, Introduction to Computer Information Systems, ACC 255, Principles of Financial Accounting, HA 256, Principles of Managerial Accounting, or HA 260, Hospitality Accounting, and HA 270, Hospitality Information Technology, are foundational courses. HA 355, a core course, can only be taken by HRM Majors with almost junior status or by those students that are part of an International Exchange Student Group earning an IHM degree or enrolled in the aforementioned certificates. The Business Professional Program is a requirement for business majors completing the Hospitality for Business Majors Certificate.**

10. Is there a related plan or sub plan change proposal being submitted? Yes  No

If no, explain.

**This proposed change will not require any related plan changes.**

11. Does this course include combined lecture and lab components?                  Yes  No

If yes, include the units specific to each component in the course description above.

**Answer 12-15 for UCC/ECCC only:**

12. Is this course an approved Liberal Studies or Diversity course?                    Yes  No         If yes, select all that apply.   Liberal Studies    Diversity    Both

13. Do you want to remove the Liberal Studies or Diversity designation?            Yes  No

If yes, select all that apply.   Liberal Studies    Diversity     Both

14. Is this course listed in the [**Course Equivalency Guide**](https://aztransmac2.asu.edu/cgi-bin/WebObjects/Admin_CEG.woa/wa/ByInst?inst=NAU)?                               Yes  No

15. Is this course a [**Shared Unique Numbering**](https://aztransmac1.asu.edu/cgi-bin/WebObjects/ATASS.woa/wa/SUNList?S=X) (SUN) course?                            Yes  No

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| **FLAGSTAFF MOUNTAIN CAMPUS** |  |
| **Scott Galland** | **2/5/2014** |
| Reviewed by Curriculum Process Associate | Date |
|  |  |
| **Approvals**: |  |
|  |  |
| Department Chair/Unit Head (if appropriate) | Date |
|  |  |
| Chair of college curriculum committee | Date |
|  |  |
| Dean of college | Date |
|  |  |
| **For Committee use only:** |  |
|  |  |
| UCC/UGC Approval | Date |

Approved as submitted: Yes  No

Approved as modified: Yes  No

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| **EXTENDED CAMPUSES** |  |
|  |  |
| Reviewed by Curriculum Process Associate | Date |
|  |  |
| **Approvals:** |  |
|  | |
| Academic Unit Head | Date |
|  | |
| Division Curriculum Committee (Yuma, Yavapai, or Personalized Learning) | Date |
|  | |
| Division Administrator in Extended Campuses (Yuma, Yavapai, or Personalized Learning) | Date |
|  | |
| Faculty Chair of Extended Campuses Curriculum Committee (Yuma, Yavapai, or Personalized Learning) | Date |
|  | |
| Chief Academic Officer; Extended Campuses (or Designee) | Date |
|  |  |

Approved as submitted: Yes  No

Approved as modified: Yes  No

**CURRENT MASTER SYLLABUS**

Approved by the \_\_\_\_\_\_\_\_\_\_\_\_\_\_area on \_\_\_\_\_\_\_\_\_\_\_\_\_\_

Accepted by the curriculum committee on \_\_\_\_\_\_\_\_\_\_\_\_\_



*MASTER SYLLABUS*

**HA 355 Food and Beverage Cost Control**

1. ***Catalog Description:***

HA 355 Food and Beverage Cost Control is a study of the systems and techniques utilized to control food, labor, beverage and other costs in the foodservice industry.

1. ***Prerequisites:***

*Courses:* ACC 255 and HA 170

1. ***Course Learning Goals:*** *Upon completion of the course students will be able to:*
2. Understand the major cost areas of food service operations and the control of each.
3. Be able to implement budgeting as a major forecasting and control mechanism.
4. Understand several of the most effective methods of labor cost control.
5. Understand food and beverage cost controls and their implementation from initialization to analysis.
6. Have a firm grasp of cost, volume, and profit,
7. Be able to utilize personal computers in designing budgets & reports in doing analysis.
8. To learn to think and apply the knowledge in order to attain the goals one desires.
9. ***Course Materials:***

Articles, case study handouts, and online resources will be utilized to provide a foundation for career discussion and learning.

1. ***Teaching Methods:***

Lecture/discussions, handouts, overhead projection, oral reports, and a written research project.

1. ***Mechanisms for Feedback to Students/Interaction Between Students and Professors:***

Written assignments will be given for each main topic in the course. Online research must be performed to complete the assignments. Class discussions are encouraged with each lecture. Professor’s office hours are maintained along with online communication.

1. ***Evaluation Tools:***

Written reports, written research project, presentations and class participation will be graded.

Grading System

|  |  |
| --- | --- |
| **Grade** | **Scale** |
| A | 90-100% |
| B | 80-89.9% |
| C | 70-79.9% |
| D | 60-69.9% |
| F | 0-59.9% |

1. ***Use of Technology and Information Systems***

Students must research online the answers to all topic written assignments in the course.

1. ***Collaborative or Team Activities***

An individual and team project is required to be researched and presented in written form.

1. ***Projects***

A team project to analyze a restaurant operation comprehensively and produce a written report.

1. ***Statement Regarding Academic Dishonesty***

There is no acceptable excuse for the borrowing of another’s work or ideas either in test material, homework, casework, project or paper. Should such a situation occur, the instructor reserves the right to challenge any students’ work that gives appearance of academic dishonesty. Any proven instance of academic dishonesty will result in a grade of “F” for the course.

***XII****.* ***Course Content****:*

**A. Topics**

1. The Value and Importance of Cost Controls
2. Cost Ratios
3. Food Cost Controls
4. Yield Cost Analysis
5. Menu Sales Mix Analysis
6. Menu Pricing Methodology
7. Purchasing, Inventory and Storeroom Management, Receiving & Accounts Payable
8. Inventory and Storeroom Management: Receiving, and Accounts Payable
9. Beverage Cost Controls
10. Labor Productivity Analysis
11. Internal Controls
12. Financial Analysis
13. The Economic Value of Customer Service
14. Wage and Hour Laws

**B. General Knowledge and Management Skills \***

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| --- | --- | --- | --- |
| Note: Definitions provided on next page. | Included In This class: Y/N | Describe Required Graded Work If Applicable (Include Both Exam And Non-Exam Work) | Indicate the extent to which the knowledge or skill area is represented in the course grade \*\* |
| Oral Communication | Y | Oral Presentation |  |
| Written Communication | Y | Written paper on topic selected. |  |
| Analytic Skills | Y | Analysis of analytical applications. |  |
| Reflective Thinking | Y |  |  |
| Ethics and Social Responsibility | Y |  |  |
| Global and Environmental Awareness | Y |  |  |
| Multicultural and Diversity Understanding | Y |  |  |
| Financial Theories, Analysis and Reporting | Y |  |  |
| Integrated production and distribution of goods, services and information | Y |  |  |
| Group and Individual dynamics in Organizations | Y |  |  |

\*The chart should not be included on the individual course syllabus. However, the minimum requirements as defined in this chart should be reflected in the course syllabus. The descriptions of graded work represent options for delivering the minimum requirement. However, a skill area may be included in the course, but not have a graded component (e.g. Students may work on an assignment in class as part of a team which may develop their understanding of group dynamics or analytical skills. But, they may be graded only on their understanding of the assignment topic—not on their group dynamic or analytical skills even though those skills may be developed).

\*\* Minimal 2-5%....6-10%.....11-25%.....26-50%....51+% Extensive.

Note: Some areas may have 0% and the column total does not necessarily equal 100%

**DEFINITIONS FOR GENERAL KNOWLEDGE**

**AND MANAGEMENT SKILLS AREAS \***

**Oral and Written Communication Skills**

Students learn to communicate effectively in written and oral formats for a variety of purposes, situations and audiences.

**Analytical Skills**

Students apply problem-solving processes, information technologies, systems approaches and both qualitative and quantitative data analysis to solve organizational problems.

**Reflective Thinking Skills**

Students learn/improve from their own experiences and mistakes.

**Ethics and Social Responsibility Knowledge**

Students identify ethical dilemmas and evaluate alternative courses of action.

**Global and Environmental Awareness**

Students learn to make decisions that reflect the variations in the external environment including political, legal, economic, governmental, cultural and technological issues around the world.

**Multicultural and Diversity Understanding**

Students learn to identify dimensions of cultural difference and be able to demonstrate cultural understanding and flexibility.

**Financial Theories, Reporting and Analysis**

Students learn to apply the analysis of financial information as a basis for business decisions.

**Integrated Production and Distribution of Goods, Services and Information**

Students learn to manage the production and delivery of products to market.

**Group and Individual Dynamics in Organizations**

Students learn to function effectively in organizations as productive individuals and as members of teams.

\*Adapted from the learning outcomes of Merrimack College and The Girard School of Business.

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**PROPOSED MASTER SYLLABUS**

Approved by the SHRM area on 01/09/2013

Accepted by the curriculum committee on 11/21/2013



*MASTER SYLLABUS*

**HA 355 Revenue Management and Cost Control for Restaurants (3 units)**

1. ***Catalog Description:***

A study of the systems and techniques utilized to manage revenue and control food, labor, beverage and other costs in the foodservice industry.

1. ***Prerequisites:***

*Courses:* CIS 120, ACC 255, HA 270, and (HA 260 or ACC 256) and completed 45 units or more and ((HRM major or Restaurant Management (CERT) or Intl Tourism Mgt (CERT) or Business Professional Program or International Exchange Student Group))

*Justification:* CIS 120, Introduction to Computer Information Systems, ACC 255, Principles of Financial Accounting, HA 256, Principles of Managerial Accounting, or HA 260, Hospitality Accounting, and HA 270, Hospitality Information Technology, are foundational courses. HA 355, a core course, can only be taken by HRM Majors with almost junior status or by those students that are part of an International Exchange Student Group earning an IHM degree or enrolled in the aforementioned certificates. The Business Professional Program is a requirement for business majors completing the Hospitality for Business Majors Certificate. 45 hours are required to ensure that students have sufficient college-level coursework and experience (equivalent of three full semesters to be on track for a four year program) for the course.  Because this course enhances the HRM and IHM degrees and the related certificates, we want to postpone student enrollment until they have had at least three semesters of college-level coursework and are looking at courses for the academic content.  To allow students into the courses earlier in their career risks making the courses “experimental courses” to be taken for fun or for non-academic reasons.  We do not have the resources to offer these courses to all students.

1. ***Course Learning Goals:*** *Upon completion of the course, students will be able to:*
2. Define “control” and recognize its importance.
3. Explain the purposes and applications of standard costs and the uses of standard cost tools.
4. Explain the basic formula for calculating cost of sales and identify sources of information for each component of the formula.
5. Describe the role of budget standards in planning and control and apply cost-volume-profit analysis to food and beverage operations.
6. Describe the importance of the menu as both a control tool and a marketing tool.
7. Explain menu engineering.
8. Explain the importance of standard recipes (including computerized standard recipes) as production tools.
9. Explain how revenue management is applied to restaurants.
10. Create a restaurant revenue management analysis for a restaurant.
11. Describe the principles and procedures important in controlling the purchasing and receiving processes and recognize the need for accurate inventory recordkeeping systems.
12. Identify the goals of effective storage and issuing controls, describe physical and perpetual inventory systems, and recognize the need for accurate inventory recordkeeping systems.
13. Explain the role of analysis, corrective action, and evaluation in the control process.
14. Demonstrate several of the most effective methods of labor cost control.
15. Describe how analysis, corrective action, and evaluation are used in the labor control process to reconcile staffing and budgeting concerns.
16. Explain Payment Card Industry (PCI) compliance.
17. Utilize spreadsheets in solving food and beverage cost problems.
18. Describe the types of food and beverage restaurant technology systems used for revenue management and cost control.
19. ***Course Materials:***

Test related to related restaurant revenue management and control, such as ManageFirst: Controlling Foodservice Costs, 2nd edition, National Restaurant Association (2012)and Restaurant Revenue Management: Basic Concepts , Rohlfs (2012).

1. ***Teaching Methods:***

Lecture, PowerPoint presentations, in-class discussion, hands-on and computer-based training.

1. ***Mechanisms for Feedback to Students/Interaction Between Students and Professors:***

Written comments on student assignments, online feedback via e-mail and Blackboard Learning System, class discussions, and individual oral feedback during class and office hours.

1. ***Evaluation Tools:***

Assessment of student learning outcomes:

|  |  |  |
| --- | --- | --- |
| **Assessment Activities** | **Points** | **Percentage** |
| Regular Exams (3 @ 75 points) | 225 | 33.3 |
| Comprehensive Final Exam | 125 | 18.5 |
| Problem sets/Quizzes/Case Studies | 200 | 29.6 |
| Team Activity | 75 | 11.1 |
| Attendance & Participation | 50 | 7.5 |
| **Total** | 675 | 100 |

Grading System:

|  |  |
| --- | --- |
| **Grade** | **Scale** |
| A | 90-100% |
| B | 80-89.9% |
| C | 70-79.9% |
| D | 60-69.9% |
| F | 0-59.9% |

1. ***Use of Technology and Information Systems***

The following technologies are used to augment the learning experience:

* Spreadsheet application is used for financial and numerical analysis.

1. ***Collaborative or Team Activities***

Small in-class group exercises for problem sets and exam reviews.

1. ***Projects***

No major projects are required for this course.

1. ***University Policies and* *Statement Regarding Academic Dishonesty***

Current university required policies will be attached each term to actual syllabi. Students are responsible to inform themselves of university policies regarding *Academic Integrity*. In general, students found to be in violation of the code (e.g., cheating, fabrication, fraud, and plagiarism) are awarded a grade of F in the course. The complete policy on academic integrity is in Appendix F of NAU’s *Student Handbook*.

***XII****.* ***Course Content****:*

1. **Course Topics**:
2. Food cost controls and analysis.
3. Beverage cost controls and analysis.
4. Restaurant forecasting and budgeting.
5. Calculating food costs.
6. Determining menu prices.
7. Controlling food costs and beverage costs in purchasing.
8. Controlling food costs and beverage costs in receiving, storage, and issuing.
9. Controlling food costs and beverage costs during productions.
10. Controlling food costs and beverage costs during service and sales.
11. Labor cost controls and analysis.
12. Food and beverage revenue management.

**B. General Knowledge and Management Skills \***

|  |  |  |
| --- | --- | --- |
| Program Learning Outcome | Course Learning Outcomes  (Letter corresponds to learning outcomes alphabetically listed in Section III) | Supporting Targeted Course Performance Level: I,D,or M |
| Communication Skills | B,L | I,D |
| Technology Skills | B,C,D,G,I,J,K,M,P  Q | I,D  I |
| Problem Solving Skills | L,N | I,D |
| Analytical Skills | C,D,G,H,I,J,L,N | I,D |
| Conceptual Skills |  |  |
| Ethical Skills |  |  |
| Global Skills |  |  |
| Human Relation Skills |  |  |
| Career and Life Skills |  |  |
| Technical Skills | A,B,C,D,E,F,G,H,I,J,K,L,M,N,O,P,Q | I,D |

\*I = Introduced, D = Developed and Practiced with Feedback, M = Demonstrated at the Mastery Level, Blank = Not Treated in this Course

**Definitions of Student Mastery Levels (1). These set performance levels that are somewhat parallel to Bloom’s Taxonomy.**

**I =** The student can identify examples (and non-examples) of the desired outcome, name the elements involved, and answer "objective, multiple-choice, fill-in the blank" type of test questions showing awareness. (Objective tests are not necessarily simple, but they are most likely to be used at this introductory level.)

**D =** The student can describe, demonstrate or construct an example of the desired outcome but with guidance about each step. In some cases, the steps to learn the outcome may be spread among more than one course or activity within a course. Also included here is evaluation of existing examples of the outcome (pro's and con's, etc.) Essay questions and short projects would be used as evidence.

**M =** The student can demonstrate the outcome given a problem statement and appropriate data and tools. The student would need to synthesize skills learned previously in isolation. The skill demonstration would be sufficiently rigorous that an outside stakeholder (future employer) would be satisfied with it for an entry level position after graduation. Term papers, senior projects and research papers, senior portfolios, case studies, and capstone coursework would be used as evidence.

**(1) Source: http://business.uhh.hawaii.edu/documents/documents/MasterSyllabusMKT310revFeb2012.pdf.**

**PROGRAM LEARNING OUTCOME DEFINITIONS**

* **Communication Skills\***: Use oral and written communication skills necessary to function effectively in the hospitality industry.
* **Technology Skills:** Use technological tools while presenting and interacting with data and

information.

* **Problem Solving Skills:** Use leadershipand management skills when solving problems and conflicts.
* **Analytical Skills:** Use financial and accounting management knowledge when evaluating the profitability of different business decisions.
* **Conceptual Skills:** Apply strategic and conceptual principles when analyzing business decisions at the property and corporate level.
* **Ethical Skills:** Identify ethical dilemmas and are able to recognize and evaluate alternative courses of action.
* **Global Skills:** Demonstrate the ability to work collaboratively with others from different cultures and backgrounds and to identify factors affecting international hospitality businesses.
* **Human Relation Skills:** Use emotional intelligence skills when interacting with guests and employees.
* **Career and Life Skills:** Participate in personal and professional development learning activities for successful career and life planning and management.
* **Technical Skills:** Demonstrate core competencies in the hospitality field.

**\* Skill:** *the ability, coming from one's knowledge, practice, aptitude, etc., to do something well.*