



Certified Hotel Manager

MODULE 1 - PERSPECTIVE ON CAREERS IN THE HOSPITALITY INDUSTRY

The hospitality industry and you

- What Is Hospitality Management?
- The Manager's Role in the Hospitality Industry
- Why Study in a Hospitality Management Program?
- Employment Opportunities
- Planning a Career
- The Meaning of Work
- Employment as an Important Part of Your Education
- Profiting from Work Experience
- Learning Strategies for Work Experience
- Getting a Job
- Getting in the Door
- Learning on the Job
- Employment at Graduation
- Goals and Objectives: The Strategy of Job Placement the Outlook for Hospitality
- Polarization in Hospitality Service
- Organizations, Accelerating Competition, Service Is the Difference
- Consciousness, Technology, Empowerment, Diversity, Concern
- Sustainability with Security, Concern with Food Safety and Sanitation
- Globalization
- Summary
- Key Words and Concepts
- Review Questions
- Internet Exercises
- Notes

Forces affecting growth and change in the hospitality industry

- Managing Change Demand
- The Changing Age Composition of Our Population
- Diversity and Cultural Change
- As North America Ages, Some Parts of the World Are Getting Younger
- Advocacy for the Advancement of Women in Food Service
- Is the Middle Class Shrinking?
- Supply
- Land and Its Produce-Labour
- Workforce Diversity
- The Impact of Labour Scarcity
- Summary

Key Words and Concepts
Review Questions
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MODULE 2 - FOOD SERVICE OPERATIONS

The Restaurant Business

The Varied Field of Food Service
The Outlook for Food Service
The Restaurant Business
The Dining Market and the Eating Market
Dining Well
The Eating Market and Its Dynamics
Contemporary Popular-Priced Restaurants
Quick-Service Restaurants
Fast-Casual Restaurants
Midscale Restaurants
Casual Restaurants
High-Check-Average Restaurants
Restaurants as Part of a Larger Business
Restaurants in Retail Stores
Restaurants in shopping malls
Summary
Key Words and Concepts
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Restaurant Operations

Restaurant Operations
The Front of the House
The Back of the House
The "Office"
General Management
Making a Profit in Food Service Operations
Increasing Sales
Reducing Costs
Keeping the Score in Operations: Accounting Statements and Operating Ratios
Cost of Sales
Controllable Expenses
Capital Costs
Life in the Restaurant Business
Salary Levels
Summary
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Restaurant Industry Organization: Chain, Independent, or Franchise?

Chain Restaurant Systems
Marketing and Brand Recognition
Site Selection Expertise

Access to Capital
Purchasing Economies
Control and Information Systems
New Product Development
Human Resource Program Development
Chains' Market Share
Independent Restaurants
Operating Advantages
Marketing and Brand Recognition
Site Selection
Access to Capital
Purchasing Economies
Control and Information Systems
Human Resources
The Independent's Extra: Flexibility
The Independent's Imperative: Differentiation Between Independent and Chain
Franchised Restaurants
The New Franchisee
Continuing Franchise Services
The Franchisee's View
The Franchisor's View
Franchisor-Franchisee Relations
Summary
Key Words and Concepts
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Competitive Forces in Food Service

Competitive Conditions in Food Service
The Marketing Mix
Product
Price - Place—and Places - Promotion
Competition with Other Industries
Convenience Stores
Supermarkets
The Home as Competition
Summary
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On-Site Food Service

Comparing On-Site and Commercial Food Services
Self-Operated Facilities
Managed-Services Companies
Pros and Cons of Managed Services
Business and Industry Food Service
College and University Food Service
College Students as Customers
Health Care Food Service
The Dietetic Professional, the Dietetic Technician, the Dietary Manager
Health-Care Food Service Department Organization
Trends in Health Care Food Service

- School and Community Food Service
- The School Food Service Model
- Contract Companies in School Food Service
- Trends in School Food Service
- Service Programs for the Aging
- Community-Based Services
- Senior Living Centers and Communities
- Other Segments
- Recreation
- Correctional Facilities
- Private Clubs
- Transportation
- Vending
- Summary
- Key Words and Concepts
- Review Questions
- Internet Exercises
- Notes

Issues Facing Food Service

- Consumer Concerns
- Health and Wellness
- Fast Food and a Hectic Pace
- Nutrition and Labelling
- Food Safety and Sanitation
- Alcohol and Dining
- Food Service and the Environment
- Thinking About Garbage from Dump to Waste Stream
- The Greening of the Restaurant Industry
- Technology
- Enhancing Customer Service
- Technology in the Back of the House
- Technology, the Internet, and Food Service Marketing
- Technology and Management
- Summary
- Key Words and Concepts
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MODULE 3 - LODGING

Lodging: Meeting Guest Needs

- The Evolution of Lodging
- The History of Lodging
- The Evolution of the Motel
- Classifications of Hotel Properties
- Hotels Classified by Price
- Hotels Classified by Function
- Hotels Classified by Location
- Hotels Classified by Market Segment
- Other Hotel Classifications
- Types of Travelers

Business Travelers
Other Segments
International Travelers
Anticipating Guest Needs in Providing Hospitality Service
Service, Service, Service
Employees as the Internal Customers
Summary
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Hotel and Lodging Operations

Major Functional Departments
The Rooms Side of the House
The Front Office
Automation of the Front Office
Reservations and Yield Management
Housekeeping
Telecommunications
Uniformed Services Staff
Security
Hotel Food and Beverage Operations
Banquets
Food Production
Sanitation and Utility
Leased Restaurants
Staff and Support Departments
Sales and Marketing
Accounting
Human Resources
Engineering
Income and Expense Patterns and Control
The Uniform System of Accounts
Entry Ports and Careers
Front Office
Accounting
Sales and Marketing
Food and Beverage
Own your Own Facility.
Summary
Key Words and Concepts
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Forces Shaping the Hotel Business

The Economics of the Hotel Business
A Cyclical Business
Hotel Cycles and Financial Performance
RevPAR
Hotels as Real Estate
International Hotel Development
Private Equity Investments
The Securitization of the Hotel Industry Hazards of Public Ownership

Dimensions of the Hotel Investment Decision
Financial
An Operating Business
Segmentation: For Guests or Developers?
Management Companies
Asset Management
Entrepreneurial Opportunities
Summary
Key Words and Concepts
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Internet Exercises
Notes

Competition in the Lodging Business

The Conditions of Competition
A Fragmented Market
A Cyclical Market
Cost Structure
Securitization
Technological Revolution
The Marketing Mix in Lodging
Competitive Tactics
Product in a Segmented Market
Food Service
Other Services and Amenities
Systemwide Services
Price and Pricing Tactics
Yield Management
Place – and Places
Location
Distribution Channels
Promotion: Marketing Communication
Advertising in Mass Media
Advertising on the Internet
Sales Promotion
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MODULE 4 - TRAVEL AND TOURISM

Tourism: Front and Center

The Importance of Tourism
Factors Affecting Travel and Tourism
Income Trends
Demographics and Travel
Travel Trends
Mode of Travel
Trip Duration
The Economic Significance of Tourism
Tourism and Employment

Publicity as an Economic Benefit
The United States as an International Tourist Attraction
Measuring the Volume - Reasons for Growth of the United States as a Destination
Businesses Serving the Traveler
Passenger Transportation
Channels of Distribution
Reservation Networks
Noneconomic Effects of Tourism
Crowding
Favourable Noneconomic Effects
Summary
Key Words and Concepts
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Destinations: Tourism Generators

Motives and Destinations
Mass-Market Tourism
Planned Play Environments
Theme Parks
Themes Scale
Regional Theme Parks
Themes and Cities
Employment and Training Opportunities
Casinos and Gaming
Las Vegas
Macau
Other Markets
Casino Markets and the Business of Casinos
Casino Staffing
Urban Entertainment Centers
Shopping Centers, Zoos, Sanctuaries, and Aquariums
Temporary Attractions: Fairs and Festivals
Natural Environments on a Lighter Note
Summary
Key Words and Concepts
Review Questions
Internet Exercises

MODULE 5 - MANAGEMENT IN THE HOSPITALITY INDUSTRY

Management: A New Way of Thinking

Management and Supervision
The Economizing Society
The Managerial Revolution
Taylor: The Work Process Focus
Fayol: Administrative Management
Human Relations: Work as a Social Process, Implications for the Modern Hospitality Manager
Management: A Dynamic Force in a Changing Industry
Statler: The First "National" Hospitality System, Stouffer's Modern Management Techniques
The Building of Complex Hospitality Systems

Case History 15.1: Where Does a Concept Come From?
What Is Management?
What Is Our Business? In Business for Yourself?
Summary
Key Words and Concepts
Review Questions
Internet Exercises

Planning in Hospitality Management

Why Study Planning?
Planning in Organizations
Some Planning Concepts
Goal Setting
Characteristics of Well-Thought-Out Goals - Goal Congruence
Goals and Policies
Planning in Operations
Strategic Issues, From Strategy to Tactics
The Individual Worker as Planner
Planning as a Personal Process
Long-Range Planning Tools
Return on Investment, Cost-Benefit Analysis
Summary
Key Words and Concepts
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Organizing in Hospitality Management

Authority: The Cement of Organizations
The Basis of Authority
Authority and Responsibility
Authority: A Summary
Departmentalization
The Delegation of Authority
Span of Control Bases for Departmentalization
Line and Staff
Line Management
Staff Support
Issues in Organizing.
Functional Staff Authority
Increasing the Span of Control: Empowering Managers
Committees
Bureaucracy
Ad Hococracy
Summary
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Internet Exercises

Staffing: Human Resources Management in Hospitality Management

Issues in Human Resources Management Fitting People to Jobs
Job Descriptions
Recruiting
Internal Sources
External Sources
Segmenting the Employee Market

- Selection and Employment
- Selection
- Orientation
- Training
- Management Training
- On the Job Training - Everybody gets trained
- Retaining Employees
- Staff Planning
- Job and Work Needs
- Part Time Employees
- Computerized Scheduling
- Summary
- Key Words and Concepts
- Review Questions
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Control In Hospitality Management

- The Importance of Control
- Control and the "Cybernetic Loop"
- Control Through Management Action Characteristics of Control Systems
- Tools for Control
- Financial Accounting
- Managerial Accounting
- Decision Accounting
- Summary
- Key Words and Concepts
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Leadership And Directing in Hospitality Management

- Leadership as Viewed by Social Scientists
- Relationship to Other Management Functions
- Why People Follow Up
- Necessity as Work Motivation
- Advantage as Work Motivation
- Personal Satisfaction as Work Motivation
- Independence as Work Motivation
- Encouragement, Praise, and Recognition as Work Motivation
- Money as Work Motivation
- Company Policy as Work Motivation
- Does Happiness Lead to Productivity?
- Leadership Theories
- Three Important Elements of Modern Leadership
- Participation
- Communication
- Barriers to Communication
- Gateways to Communication
- The Elements of Leading and Directing
- Leadership and Change
- Developing Your Own Leadership Style Summary
- Key Words and Concepts
- Review Questions
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MODULE 6 - HOSPITALITY AS A SERVICE INDUSTRY

The Role of Service in the Hospitality Industry

A Study of Service

What Is Service?

Six Sigma Comes to the Hospitality Industry

Types of Service

Rendering Personal Service

Task

Interpersonal Skills

Managing the Service Transaction

The Product View of Service

The Process View: Empowerment

Production or Process View?

How Companies Organize for Service

Service Strategy

Service Culture

The Employee as Service Product: The Importance of People as a Service

Service as a Sustainable Competitive Advantage

Summary

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The goal of the education

The goal of the education is that the student, after completing the education, has acquired the knowledge required for qualified and independent work in the field.

Eligibility requirements

No special eligibility requirements

Assessment criteria

After completing the education, with a passed result on all assignments and tests, the student receives a certificate. The main teacher for the education is the one who examines the student.

Degree title

Certified Hotel Manager

Extent of education

The studies are conducted at any study pace and include about 10-12 weeks of full-time studies.