



HOSPITALITY SERVICES TEAM DECISION MAKING EVENT

CAREER CLUSTER
Hospitality and Tourism

INSTRUCTIONAL AREA
Selling

PARTICIPANT INSTRUCTIONS

This event is presented to you through your review of the Career Competencies, Performance Indicators and Case Study Situation.

You have up to 30 minutes to review this information and prepare your presentation. Using the materials provided, you may make notes to use during your presentation.

You will have up to 15 minutes to present to the judge(s). Both members of the team must participate in the presentation, as well as answer any questions.

You will be evaluated on your solution to the case study, how you incorporate the performance indicators of this event and how you demonstrate the career competencies.

Turn in all your notes and event materials when you have completed the event.

SOLUTION

- Unique – Demonstrate original thinking, fresh perspectives and an insightful approach.
- Practical – Develop an actionable/viable solution in a real-world context.
- Effective – Develop a solution that achieves relevant outcomes.

CAREER COMPETENCIES

- Critical Thinking – Think critically to understand and solve problems.
- Communication – Communicate clearly, effectively and with reason.
- Decision Making – Consider the impacts of decisions.

PERFORMANCE INDICATORS

- Explain the nature of market and market identification.
- Determine hospitality and tourism customer/guest needs.
- Recommend hospitality and tourism services.
- Explain key factors in building a clientele.
- Explain the role of customer service as a component of selling relationships.

CASE STUDY SITUATION

You are to assume the roles of the director of services and the director of sales at GOLF GROVE, a large hotel with two championship golf courses. The owner of the property (judge) wants you to choose an additional demographic to serve and identify the services to help build clientele from that demographic.

GOLF GROVE is a 400-room hotel with two championship golf courses, a grass driving range, outdoor putting greens, chipping and pitching areas and an on-site golf pro shop. In addition, GOLF GROVE hosts a golf academy for guests that include 2–5-day courses offering customized instruction to all age groups. The hotel also has an outdoor pool, five dining options and a large lounge.

The majority of guests staying at GOLF GROVE are avid golfers. Guests are either couples, friends, or groups of couples that travel to GOLF GROVE together. Every weekend there is at least one bachelor party group that stays at GOLF GROVE and spends the weekend golfing and dining at the hotel restaurants and frequenting the lounges.

The owner of GOLF GROVE (judge) wants to attract new clientele that includes people who are not necessarily avid golfers. The owner (judge) is open to investing in the property if your team can identify resources the hotel needs to attract a specific demographic.

The owner (judge) wants your team to identify a new demographic and suggest additions to the property that would attract the new demographic but involve financial resources. The owner (judge) wants your team to explain how the investment in additional services would attract the new demographic and lead to relationships and a larger clientele.

You will present your ideas to the owner (judge) in a role-play to take place in the owner's (judge's) office. The owner (judge) will begin the role-play by greeting you and asking to hear your ideas. After you have presented ideas and have answered the owner's (judge's) questions, the owner (judge) will conclude the role-play by thanking you for your work.

JUDGE INSTRUCTIONS

JUDGE CHARACTERIZATION

You are to assume the role of the owner of GOLF GROVE, a large hotel with two championship golf courses. You want the director of services and the director of sales (participant team) to choose an additional demographic to serve and identify the services to help build clientele from that demographic.

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You want to attract new clientele that includes people who are not necessarily avid golfers. You are open to investing in the property if the director of services and the director of sales (participant team) can identify resources the hotel needs to attract a specific demographic.

You want the director of services and the director of sales (participant team) to identify a new demographic and suggest additions to the property that would attract the new demographic but involve financial resources. You want the director of services and the director of sales (participant team) to explain how the investment in additional services would attract the new demographic and lead to relationships and a larger clientele.

The participants will present information to you in a role-play to take place in your office. You will begin the role-play by greeting the participant and asking to hear about his/her ideas.

During the course of the role-play, you are to ask the following questions of each participant team:

1. Why is your recommendation better than further leaning into the avid golf community?
2. What are the risks involved with your recommendations?

Once the director of services and the director of sales (participant team) have presented information and answered your questions, you will conclude the role-play by thanking the director of services and the director of sales (participant team) for the work.

You are not to make any comments after the event is over except to thank the participants.

EVALUATION INSTRUCTIONS

- The participants are to be evaluated on their solution and ability to apply the specific performance indicators stated on the cover sheet of this event and restated on the Judge's Evaluation Form. Although the participants may demonstrate other performance indicators, those listed in the Performance Indicators section are the selected ones you are evaluating for this particular event.
- Maintain a consistent expectation when evaluating each participant team.
- The maximum score for the evaluation is 100 points. The presentation will be weighted twice (2 times) the average of the exam scores.

Levels of Evaluation

FOCUS AREA	NOVICE	DEVELOPING	PROFICIENT	EXEMPLARY
Content Understanding	Demonstrates a limited or inaccurate understanding of key concepts.	Demonstrates a basic understanding of key concepts.	Demonstrates a solid understanding of key concepts and clearly explains and supports ideas using appropriate evidence.	Demonstrates comprehensive understanding of concepts and applies them effectively to solve the scenario, including in more complex or extended contexts.
Application of Performance Indicators and Career Competencies	Lists the performance indicators and career competencies, but understanding is incomplete or inaccurate.	Defines the performance indicators and career competencies, but does not connect them to solve the objective of the case study scenario.	Explains the performance indicators and career competencies and connects them to solve the objective of the case study scenario.	Strategically applies the performance indicators and career competencies and connects them to comprehensively solve the objective of the case study scenario.
Reasoning	Ideas are unclear, inaccurate, or lack logical support. There is no application of the ideas and concept.	Ideas are present and somewhat logical but contain gaps in reasoning, development, or supporting evidence.	Ideas are logical, well-developed, and supported with appropriate evidence, with only minor gaps.	Ideas are logical, well-supported using appropriate business concept and theories and demonstrates reasoning with clear practicality and real-world relevance.
Workplace Readiness	Participants represent an employee who requires significant guidance and support to complete tasks.	Participants represent an employee who demonstrates basic skills and can complete routine tasks with some guidance.	Participants represent an employee with solid skills and who works independently to complete tasks effectively.	Participants represent an employee with advanced skills, works independently, and adapts effectively to new or unpredictable challenges.



HOSPITALITY SERVICES TEAM DECISION MAKING – 2026

JUDGE'S EVALUATION FORM ASSOCIATION EVENT 2

INSTRUCTIONAL AREA: Selling

Participant: _____

Participant: _____

ID Number: _____

Rate the participants' ability to:		Novice	Developing	Proficient	Exemplary	Judged Score
PERFORMANCE INDICATORS						
1.	Explain the nature of market and market identification.	0-1-2-3	4-5-6	7-8-9	10	
2.	Determine hospitality and tourism customer/guest needs.	0-1-2-3	4-5-6	7-8-9	10	
3.	Recommend hospitality and tourism services.	0-1-2-3	4-5-6	7-8-9	10	
4.	Explain key factors in building a clientele.	0-1-2-3	4-5-6	7-8-9	10	
5.	Explain the role of customer service as a component of selling relationships.	0-1-2-3	4-5-6	7-8-9	10	
SOLUTION						
6.	Unique Demonstrate original thinking, fresh perspectives and an insightful approach.	0-1-2	3-4-5	6-7	8	
7.	Practical Develop an actionable/viable solution in a real-world context.	0-1-2	3-4-5	6-7	8	
8.	Effective Develop a solution that achieves relevant outcomes.	0-1-2	3-4-5	6-7	8	
CAREER COMPETENCIES						
9.	Critical Thinking Think critically to understand and solve problems.	0-1	2-3	4-5	6	
10.	Communication Communicate clearly, effectively and with reason.	0-1	2-3	4-5	6	
11.	Decision Making Consider the impacts of decisions.	0-1	2-3	4-5	6	
OVERALL IMPRESSION						
12.	Demonstrate overall career readiness through professionalism, poise and confidence.	0-1-2	3-4-5	6-7	8	
TOTAL SCORE						