



CAREER CLUSTER
Hospitality and Tourism

CAREER PATHWAY
Lodging

INSTRUCTIONAL AREA
Financial Analysis

HOTEL AND LODGING MANAGEMENT SERIES EVENT

PARTICIPANT INSTRUCTIONS

- The event will be presented to you through your reading of the 21st Century Skills, Performance Indicators and Event Situation. You will have up to 10 minutes to review this information and prepare your presentation. You may make notes to use during your presentation.
- You will have up to 10 minutes to make your presentation to the judge (you may have more than one judge).
- You will be evaluated on how well you demonstrate the 21st Century Skills and meet the performance indicators of this event.
- Turn in all of your notes and event materials when you have completed the event.

21st CENTURY SKILLS

- Critical Thinking – Reason effectively and use systems thinking.
- Problem Solving – Make judgments and decisions and solve problems.
- Communication – Communicate clearly.
- Creativity and Innovation – Show evidence of creativity.

PERFORMANCE INDICATORS

- Describe the need for financial information.
- Explain the purpose of night audits.
- Produce daily reports.
- Post charges to guest folios.
- Explain the nature of overhead/operating costs.

EVENT SITUATION

You are to assume the role of the front desk manager at CLOCK TOWER INN, a full-service hotel with over 100 guest rooms. You must explain a basic summary of daily financial information to the new front desk employee (judge).

CLOCK TOWER INN features a restaurant, coffee shop and a small store with grab and go snacks, beverages, toiletries and essentials. Parking is available in the self-park lot for \$25/night, and valet parking is \$40/night.

The new front desk employee (judge) is learning the duties assigned to the front desk staff. While the new front desk employee (judge) will not be performing nightly audits yet, it is important that all new front desk employees learn the basics of daily financial information that hotels need and use.

You must:

- Describe the purpose of night audits
- Explain information included in daily reports
- Identify types of charges posted to guest folios besides room rates and taxes

In addition, you must explain why overhead and operating costs are not part of the hotel's daily financial information records. It is important that the new front desk employee (judge) understands why daily financial information is needed.

You will present the information to the new employee (judge) in a role-play to take place at the front desk. The new employee (judge) will begin the role-play by greeting you and asking about financial information. After you have presented the information and have answered the new employee's (judge's) questions, the new employee (judge) will conclude the role-play by thanking you for your work.

JUDGE INSTRUCTIONS

DIRECTIONS, PROCEDURES AND JUDGE ROLE

In preparation for this event, you should review the following information with your event manager and other judges:

1. Participant Instructions, 21st Century Skills and Performance Indicators
2. Event Situation
3. Judge Role-Play Characterization
Allow the participants to present their ideas without interruption, unless you are asked to respond. Participants may conduct a slightly different type of meeting and/or discussion with you each time; however, it is important that the information you provide and the questions you ask be uniform for every participant.
4. Judge Evaluation Instructions and Judge Evaluation Form
Please use a critical and consistent eye in rating each participant.

JUDGE ROLE-PLAY CHARACTERIZATION

You are to assume the role of the new front desk employee at CLOCK TOWER INN, a full-service hotel with over 100 guest rooms. The front desk manager (participant) must explain a basic summary of daily financial information.

CLOCK TOWER INN features a restaurant, coffee shop and a small store with grab and go snacks, beverages, toiletries and essentials. Parking is available in the self-park lot for \$25/night, and valet parking is \$40/night.

You are learning the duties assigned to the front desk staff. While you will not be performing nightly audits yet, it is important that all new front desk employees learn the basics of daily financial information that hotels need and use.

The front desk manager (participant) must:

- Describe the purpose of night audits
- Explain information included in daily reports
- Identify types of charges posted to guest folios besides room rates and taxes

In addition, the front desk manager (participant) must explain why overhead and operating costs are not part of the hotel's daily financial information records. It is important that you understand why daily financial information is needed.

The participant will present information to you in a role-play to take place at the front desk. You will begin the role-play by greeting the participant and asking to hear about financial information.

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

1. Who looks at the daily financial information?
2. What if I spot something that is incorrect?

Once the front desk manager manager (participant) has presented information and has answered your questions, you will conclude the role-play by thanking the front desk manager (participant) for the work.

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

EVALUATION INSTRUCTIONS

The participants are to be evaluated on their ability to perform the specific performance indicators stated on the cover sheet of this event and restated on the Judge's Evaluation Form. Although you may see other performance indicators demonstrated by the participants, those listed in the Performance Indicators section are the critical ones you are measuring for this particular event.

Evaluation Form Interpretation

The evaluation levels listed below and the evaluation rating procedures should be discussed thoroughly with your event director and the other judges to ensure complete and common understanding for judging consistency.

Level of Evaluation	Interpretation Level
Exceeds Expectations	Participant demonstrated the performance indicator in an extremely professional manner; greatly exceeds business standards; would rank in the top 10% of business personnel performing this performance indicator.
Meets Expectations	Participant demonstrated the performance indicator in an acceptable and effective manner; meets at least minimal business standards; there would be no need for additional formalized training at this time; would rank in the 70-89 th percentile of business personnel performing this performance indicator.
Below Expectations	Participant demonstrated the performance indicator with limited effectiveness; performance generally fell below minimal business standards; additional training would be required to improve knowledge, attitude and/or skills; would rank in the 50-69 th percentile of business personnel performing this performance indicator.
Little/No Value	Participant demonstrated the performance indicator with little or no effectiveness; a great deal of formal training would be needed immediately; perhaps this person should seek other employment; would rank in the 0-49 th percentile of business personnel performing this performance indicator.



**HOTEL AND LODGING MANAGEMENT SERIES
2026**

JUDGE'S EVALUATION FORM
DISTRICT EVENT 2

Participant: _____

INSTRUCTIONAL AREA:
Financial Analysis

ID Number: _____

Did the participant:		Little/No Value	Below Expectations	Meets Expectations	Exceeds Expectations	Judged Score
PERFORMANCE INDICATORS						
1.	Describe the need for financial information?	0-1-2-3-4	5-6-7-8	9-10-11	12-13-14	
2.	Explain the purpose of night audits?	0-1-2-3-4	5-6-7-8	9-10-11	12-13-14	
3.	Produce daily reports?	0-1-2-3-4	5-6-7-8	9-10-11	12-13-14	
4.	Post charges to guest folios?	0-1-2-3-4	5-6-7-8	9-10-11	12-13-14	
5.	Explain the nature of overhead/operating costs?	0-1-2-3-4	5-6-7-8	9-10-11	12-13-14	
21st CENTURY SKILLS						
6.	Reason effectively and use systems thinking?	0-1	2-3	4	5-6	
7.	Make judgments and decisions, and solve problems?	0-1	2-3	4	5-6	
8.	Communicate clearly?	0-1	2-3	4	5-6	
9.	Show evidence of creativity?	0-1	2-3	4	5-6	
10.	Overall impression and responses to the judge's questions	0-1	2-3	4	5-6	
TOTAL SCORE						