



**CAREER CLUSTER**  
Hospitality and Tourism

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**INSTRUCTIONAL AREA**  
Customer Relations

## **HOSPITALITY SERVICES TEAM DECISION MAKING EVENT**

### **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**

- Demonstrate a customer service mindset.
- Determine strategies for resolving customer-service situations.
- Identify strategies to manage customer experience during peaks in demand.
- Interpret business policies to customers/clients.
- Reinforce service orientation through communication.

## EVENT SITUATION

You are to assume the roles of the restaurant manager and the guest relations manager at BOW & STERN, a full-service hotel owned by VIEW HOSPITALITY. The general manager (judge) wants you to determine how to enhance access to the hotel's restaurant for guests staying at the property.

BOW & STERN is located in a popular tourist city. Owned by VIEW HOSPITALITY, members of VIEW's loyalty rewards program can earn points for lodging at BOW & STERN and for spending money on the premises. BOW & STERN opened a new full-service restaurant, THE GALLEY, three months ago. THE GALLEY is an upscale restaurant that has a revolving in-house celebrity chef. The celebrity chef creates the menu, trains the kitchen staff, cooks during dinner service and occasionally greets tables.

THE GALLEY is open from 5:00PM to 11:00PM with the celebrity chef on premises most Thursday, Friday and Saturday nights. Since it opened, the restaurant has been booked every night. A limited number of reservations can be made but most guests simply add their names to the list and wait to be called. There is often more than a 90-minute wait and many would-be guests leave in defeat.

The general manager (judge) is concerned because much of BOW & STERN's advertising and marketing encourages visitors to book at BOW & STERN to enjoy a meal at THE GALLEY, created by the celebrity chef. Many tourists book rooms and then are not able to secure a table at THE GALLEY. There have been many negative reviews regarding the situation including many from the VIEW HOSPITALITY loyalty rewards program. BOW & STERN guests are not happy!

The general manager (judge) wants your team to determine an effective method to enhance access to THE GALLEY for BOW & STERN hotel guests.

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

## JUDGE INSTRUCTIONS

### JUDGE CHARACTERIZATION

You are to assume the role of the general manager at BOW & STERN, a full-service hotel owned by VIEW HOSPITALITY. You want the restaurant manager and the guest relations manager (participant team) to determine how to enhance access to the hotel's restaurant for guests staying at the property.

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You are concerned because much of BOW & STERN'S advertising and marketing encourages visitors to book at BOW & STERN to enjoy a meal at THE GALLEY, created by the celebrity chef. Many tourists book rooms and then are not able to secure a table at THE GALLEY. There have been many negative reviews regarding the situation including many from the VIEW HOSPITALITY loyalty rewards program. BOW & STERN guests are not happy!

You want the restaurant manager and the guest relations manager (participant team) to determine an effective method to enhance access to THE GALLEY for BOW & STERN hotel guests.

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. What can we do for loyalty rewards program members with high status that want to dine at THE GALLEY?
2. How can we inform potential hotel guests about the new policies?

Once the restaurant manager and the guest relations manager (participant team) have presented information and answered your questions, you will conclude the role-play by thanking the restaurant manager and the guest relations manager (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.
- The maximum score for the evaluation is 100 points. This presentation will be valued at one-third of the total score.

### Levels of Evaluation

FOCUS AREA	NOVICE	DEVELOPING	PROFICIENT	EXEMPLARY
<b>Content Understanding</b>	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.
<b>Application of Performance Indicators and Career Competencies</b>	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.
<b>Reasoning</b>	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.
<b>Workplace Readiness</b>	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**  
DISTRICT EVENT

Participant: \_\_\_\_\_

**INSTRUCTIONAL AREA:**  
Customer Relations

ID Number: \_\_\_\_\_

Rate the participant's ability to:

		Novice	Developing	Proficient	Exemplary	Judged Score
<b>PERFORMANCE INDICATORS</b>						
1.	Demonstrate a customer service mindset.	0-1-2-3	4-5-6	7-8-9	10	
2.	Determine strategies for resolving customer-service situations.	0-1-2-3	4-5-6	7-8-9	10	
3.	Identify strategies to manage customer experience during peaks in demand.	0-1-2-3	4-5-6	7-8-9	10	
4.	Interpret business policies to customers/clients.	0-1-2-3	4-5-6	7-8-9	10	
5.	Reinforce service orientation through communication.	0-1-2-3	4-5-6	7-8-9	10	
<b>SOLUTION</b>						
6.	<b>Unique</b> Demonstrate original thinking, fresh perspectives and an insightful approach.	0-1-2	3-4-5	6-7	8	
7.	<b>Practical</b> Develop an actionable/viable solution in a real-world context.	0-1-2	3-4-5	6-7	8	
8.	<b>Effective</b> Develop a solution that achieves relevant outcomes.	0-1-2	3-4-5	6-7	8	
<b>CAREER COMPETENCIES</b>						
9.	<b>Critical Thinking</b> Think critically to understand and solve problems.	0-1	2-3	4-5	6	
10.	<b>Communication</b> Communicate clearly, effectively and with reason.	0-1	2-3	4-5	6	
11.	<b>Decision Making</b> Consider the impacts of decisions.	0-1	2-3	4-5	6	
<b>OVERALL IMPRESSION</b>						
12.	Demonstrate overall career readiness through professionalism, poise and confidence.	0-1-2	3-4-5	6-7	8	
<b>TOTAL SCORE</b>						