

NRAEF ManageFirst
*Hospitality and
Restaurant Management*
Correlation Guide

Correlation Guide

To facilitate the use of the NRAEF ManageFirst Hospitality and Restaurant Management Competency Guide

This Correlation Guide will help you better understand how you can easily use the National Restaurant Association Educational Foundation's (NRAEF) ManageFirst Program™ in your classroom.

The NRAEF ManageFirst Program is a unique, competency-based certificate program developed for colleges and universities. Created with input from more than two hundred industry experts—including academics, operators, trainers, hiring managers, and executives—the NRAEF ManageFirst Program focuses on twelve topics deemed essential for management success in the restaurant, foodservice, and hospitality industry. The NRAEF ManageFirst Program includes twelve competency guides (published by Pearson Prentice Hall), exams, instructor resources, certificates, a new credential, and support services. Each competency guide aligns with one on-campus course, and an NRAEF exam is written for each guide topic. As a professional restaurant, hospitality, or foodservice educator, it is very likely that you currently teach one or more courses having content closely aligned with the new NRAEF ManageFirst list of topics. Most important, the program is competency-based, so you may teach the course using the subject matter related textbook of your choice, or none at all. The instructor has the discretion to determine if the guides are used as supplementary materials or as stand-alone, slimline texts. This Correlation Guide will help you easily locate critical competencies you teach in courses that include information found in the *NRAEF ManageFirst Hospitality and Restaurant Management Competency Guide*.

This Correlation Guide is appropriate for use in post-secondary courses you teach with a variety of titles, including:

- Restaurant Management
- Hospitality Management
- Restaurant Operations
- Quantity Food Management
- Food and Beverage Management
- Food and Beverage Operations
- Institutional Foodservice Management
- Dietary Department Management

The NRAEF furnishes a customized certificate to students who pass the examination for each topic. Students can also earn the NRAEF ManageFirst Professional™ (MFP) credential designating their mastery of a set of core competencies in the NRAEF ManageFirst Program.

NRAEF ManageFirst Hospitality and Restaurant Management Competency Guide

Competencies Related To	Pages
Leadership	1—22
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Focus Topic: Leadership

Competencies	Location
Managing in the Hospitality Industry (overview)	
Explain the differences between leadership and management.	pages 2—3; <i>Exhibits 1a, 1b</i>
Qualities of Effective Leaders	
Identify the essential behavioral qualities exhibited by outstanding leaders.	pages 4—5
Identify the essential skills and abilities possessed by effective leaders.	page 5; <i>Exhibit 1c</i>
Ethics	
Define the concepts of ethics and principles as they relate to successful hospitality management.	pages 5—6
List questions for determining if a potential action is ethical.	page 6; Activity Ethical Dilemmas: What Should You Do? on p. 8
Establishing Organizational Objectives	
Understand the importance of value statements.	page 7
Tell why a vision statement is an important outcome of core value identification.	pages 8—9; <i>Exhibit 1d</i>
Indicate why an organization's mission statement is created.	pages 9—10; <i>Exhibit 1e</i> ; Activity Creating a Vision and Mission on p. 10
Understand the importance of properly implementing vision and mission statements.	pages 11—12; Activity What Would You Do? on p. 12
Managing Stress and Time	
Identify factors that can lead to on-the-job stress.	pages 12—13; <i>Exhibit 1f</i>
Identify methods used to minimize work-related stress.	pages 13—14
Understand the key tools utilized by effective time managers.	pages 14—16; Activity What Did I Do Today? on p. 16
Mentoring	
Describe how a mentor can contribute to career advancement.	pages 17—18, <i>Exhibit 1g</i>
Self-improvement and Career Development	
Identify career-enhancing opportunities.	pages 18—19
Identify professional affiliation and continuing education opportunities.	page 19; <i>Exhibit 1h</i>
Understand the importance of networking.	page 20

Focus Topic: Strategic Planning and Goal Setting

Competencies	Location
The Importance of Goal Identification	
Identify and know when to use different types of goals.	pages 24–27; <i>Exhibits 2a, 2b, 2c</i>
Establishing Organizational Goals	
Identify the factors to consider when developing organizational goals.	pages 27–32; <i>Exhibit 2d</i> ; Activity SWOT Analysis: Black Bear Restaurant on pp. 31–32
Writing Goals and Objectives	
Know the SMART method of writing organizational goals.	pages 32–34; Activity Writing SMART Organizational Goals on p. 34; Activity Planning and Writing Goals on pp. 39–40
Achieving Organizational and Departmental Goals	
Identify the steps used to achieve managerial goals.	pages 34–38; <i>Exhibits 2e, 2f</i>
Know the importance of communicating goal attainment.	page 38

Focus Topic: Communication

Competencies

Location

The Importance of Effective Communication

Understand the importance of effective communication.

pages 44–49; *Exhibits 3a, 3b, 3c, 3d*

The Communication Process

Identify obstacles to effective communication.

pages 49–51; Activity What Is Causing the Communication Problem? on p. 52; Activity Identifying the Parts of the Communications Process on p. 53

Effective Speaking Skills

Identify and demonstrate the characteristics of effective speaking.

pages 54–55; *Exhibit 3f*

Recognize the importance of nonverbal communication.

page 54; *Exhibits 3g, 3h*

Effective Listening Skills

Describe the skills and characteristics of effective listeners.

page 57; Activity Listening Attentively on p. 58

Telephone Communication

Identify and explain the importance of using business-appropriate telephone skills.

pages 58–59; *Exhibit 3i*

Effective Writing Skills

Describe the use of a systematic method for developing written communication.

pages 59–61; *Exhibit 3j*

Identify common pitfalls to good business writing.

pages 61–62; *Exhibit 3k*; Activity Improving Sentence Content on p. 62

Organizational Communication

Describe the various formats that can be used for effective internal and external communication.

pages 63–65; *Exhibits 3l, 3m, 3n*; Activity A Manager's Communication Opportunities on p. 66

Focus Topic: Compensation Management

Competencies

Location

Compensation Definition

Understand and explain a complete definition of compensation.

pages 70–71

Wage and Compensation Policies and Procedures

Identify procedures for determining employee compensation.

pages 72–79; *Exhibits 4a, 4b, 4c*;
Activity Payroll Costs on p. 75

Merit Pay

Identify procedures for establishing merit increase guidelines.

pages 79–83; *Exhibits 4d, 4e*

Payroll Information Confidentiality

Understand the methods used to ensure the confidentiality of payroll records.

pages 83–84

Focus Topic: Employee Status

Competencies

Location

Voluntary Terminations

Recognize the characteristics of voluntary employee termination.

pages 88–89

Understand the purpose of an exit interview.

pages 89–92; *Exhibits 5b, 5c*

Involuntary Terminations

Recognize the characteristics of involuntary employee termination.

pages 92–94

Conducting an Involuntary Termination

Identify the procedures to be used prior to initiating an involuntary termination.

pages 94–100; *Exhibit 5d*;
Activity Role-Playing in a College
Foodservice Department on
p. 105

Steps in Involuntary Terminations

Understand the steps required to conduct an involuntary termination.

pages 100–101; *Exhibit 5e*

Defending Involuntary Terminations

Understand the relationship between involuntary termination and unemployment compensation laws.

page 102; Activity The Case of
the Drinking Cook on p. 103

Explain the guidelines that apply to the management of a business's unemployment-compensation tax rates.

pages 102–104

Focus Topic: Managing the Work Environment

Competencies	Location
Motivating Employees	
Understand methods of motivating employees.	pages 108—112; <i>Exhibits 6a, 6b</i>
Know what employees expect from managers.	Activity What Do People Want from Their Jobs? on p. 112; p. 113; <i>Exhibit 6c</i>
Recognize the challenges involved in motivating employees.	pages 113—115; <i>Exhibit 6d</i>
Building a Positive Work Environment	
Recognize the characteristics found in a positive work environment.	page 117; <i>Exhibit 6e</i>
Understand the manager's role in creating a positive work environment.	pages 117—120; Activity Improving the Work Climate Begins With Me on p. 119
Know the relationship-building skills required for team development.	pages 118—120
Harassment and Its Prevention	
Recognize the most common type of harassment (sexual harassment).	pages 120—121
Identify the effort required to establish a harassment-free workplace.	pages 121—124; <i>Exhibits 6f, 6g, 6h</i>
Interpersonal Communication	
Understand the reasons why good communication skills are critical.	pages 124—126; <i>Exhibit 6i</i>
Recognize the various forms of interpersonal communication used by managers.	pages 127—128; <i>Exhibits 6j, 6k</i> ; Activity Animal Analogy Exercise on p. 129
Workforce Conflict	
Identify the steps required to effectively resolve employee conflict.	pages 130—134; <i>Exhibit 6l</i> ; Activity Mediating a Misunderstanding pp. 132—134
Employee Performance Appraisal	
Know how to conduct an employee appraisal.	pages 135—139; <i>Exhibits 6m, 6n</i>
Delegation	
Understand what type of tasks should be delegated to employees.	pages 139—140
Know the steps in the delegation process.	pages 140—141; <i>Exhibit 6o</i> ; Activity Dealing with Jana on p. 142

Focus Topic: Employee Scheduling

Competencies

Location

Master Employee Schedules

Describe the importance of each component of a master schedule.	pages 146—148; <i>Exhibit 7a</i>
Relate volume and payroll limitations to the master-schedule development process.	pages 148—154; <i>Exhibits 7a, 7b, 7c, 7d</i> ; Activity Meeting Payroll Standards with the Master Schedule on p. 154

Additional Scheduling Considerations

Understand the purpose of a deployment chart.	pages 154—155; <i>Exhibit 7e</i>
Identify additional external and internal factors that may have an impact on employee scheduling.	pages 156—159

Creating Crew (Shift) Schedules

Know the factors, including the Family Medical Leave Act (FMLA), which must be considered when preparing a crew schedule.	pages 158—163; <i>Exhibit 7f</i> ; Activity Time-Off Policy Dilemma on p. 160
Know the components of the Fair Labor Standards Act (FSLA) that affect employee scheduling.	page 164
Know the procedure used to create a crew schedule.	pages 164—167; <i>Exhibit 7h</i> ; Activity Developing a Crew Schedule on pp. 166—167

Backup Strategies for Crew Scheduling

Understand the importance of backup strategies to good scheduling practices.	page 168
Describe the importance of cross-training to good scheduling practices.	page 168; <i>Exhibit 7i</i>
Explain the importance of shift leaders to good scheduling practices.	pages 168—169
Describe the importance of floaters to good scheduling practices.	page 169

Management Schedules

Understand and explain how to create a manager's schedule.	pages 170—171; <i>Exhibit 7j</i>
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Focus Topic: Team Building

Competencies

Location

The Importance of Team Building

Describe the importance of teamwork in the hospitality industry.	pages 176–177; Activity Puzzle Pieces on p. 178
Recognize the various skills needed by effective team members.	page 179
Identify the different types of foodservice teams.	pages 179–180; <i>Exhibit 8a</i>
Understand the advantages of working in teams.	page 181
Understand the disadvantages of working in teams.	page 182

Stages of Team Development

Understand the stages of team growth.	pages 182–184; <i>Exhibit 8b</i>
Understand the manager's role in team development.	pages 184–185
Recognize factors that inhibit team development.	page 185; Activity Analyzing Team Dynamics on pp. 186–189

Setting Team Goals

Describe how teams set achievement goals.	pages 190–191
Recognize the benefits and challenges inherent in setting team goals.	pages 191–192; Activity Who Should Solve the Problem? on p. 192

Managing Team-Based Projects

Know the importance of planning and evaluation when managing team projects.	pages 193–195; Activity Why Are We Here? on pp. 196–197
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Focus Topic: Problem Solving

Competencies

Location

Problem Solving as a Daily Activity

Explain the importance of applying problem-solving strategies to daily operations.

pages 202–203

Developing a Problem-Solving Model

Describe and apply a problem-solving model.

pages 204–210; *Exhibits 9a, 9b, 9c, 9d, 9e*

Consequences of Improper Problem Solving

Identify examples and consequences of improper problem solving.

page 211; Activity *The Case of the Disappearing Liquor* on p. 212

Crisis Management

Identify different classifications of crises.

page 213; *Exhibit 9f*

Crisis Prevention

Recognize the benefits of precrisis planning.

page 215

Understand the purpose of an evacuation plan.

page 215; Activity *Evacuation Plan Development* on p. 216

Describe the elements found in an effective media policy.

pages 217–218; Activity *Crisis in the Slaw* on p. 219

Focus Topic: Effective Meeting Strategies

Competencies

Location

Why People Dislike Meetings

Recognize the specific reasons why people dislike meetings. pages 225–226

Planning Effective Meetings

Know the different classifications of meetings. pages 226–227

Explain the steps required for effective meeting planning. pages 227–228; *Exhibit 10a*

Identify the components of a meeting agenda and know how to develop one. pages 228–230; *Exhibit 10b*

Understand the activities required to develop a successful meeting. pages 230–233; *Exhibit 10c*; Activity No Time To Meet on p. 232; Activity Plan the Meeting on p. 233

Conducting Effective Meetings

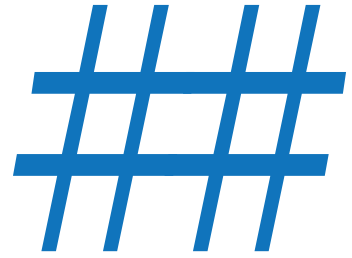
List and explain the responsibilities of a meeting facilitator. page 234; *Exhibit 10d*

Describe the steps required to conduct a successful meeting. pages 234–238; Activity Setting the Ground Rules on pp. 236–237; *Exhibit 10e*

Explain the purpose of meeting minutes. pages 238–240

Field Project

Apply knowledge about becoming a manager and leader. Suggested activities found on pp. 245–254



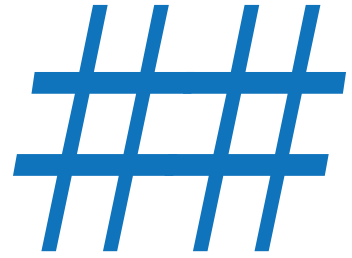
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