

Hospitality and Tourism English

Instructor guide for advanced ESL learners working in hospitality and tourism

Audience: hotel managers, front-desk teams, guest-relations staff, event coordinators, restaurant managers, tour operators, revenue managers, and destination-service professionals

Focus: A hospitality and tourism English curriculum for guest complaints, service recovery, reservations, revenue management, events, vendor coordination, cultural expectations, reviews, and operational briefings.

Designed for advanced ESL learners who already use professional English and need industry-specific terminology, realistic meetings, role-play pressure, careful pushback, and polished workplace outputs.

Teaching stance: this is language and workplace-communication training, not legal, medical, financial, safety, or regulatory advice. Instructors should connect every scenario to the learner's current company policies, local rules, and approved procedures.

Purpose and Course Logic

A hospitality and tourism English curriculum for guest complaints, service recovery, reservations, revenue management, events, vendor coordination, cultural expectations, reviews, and operational briefings.

Core language challenge

Advanced learners do not only need vocabulary. They need the ability to ask which standard applies, who owns the decision, what evidence is sufficient, what risk is being accepted, and how to disagree without sounding vague, defensive, or reckless.

Each module trains a realistic workplace pressure point with role-specific terms, decision language, pushback practice, and a written output learners can adapt to their own work.

Course objectives

- Use hospitality and tourism terminology accurately in meetings, written updates, handoffs, escalations, reviews, and client or stakeholder conversations.
- Turn vague requests into specific questions about evidence, owner, deadline, constraint, risk, and decision rights.
- Push back on unsafe, unsupported, noncompliant, unrealistic, or poorly scoped proposals while preserving professional trust.
- Handle realistic dialogues from the field, including conflict, uncertainty, documentation gaps, customer or stakeholder pressure, and cross-functional disagreement.
- Produce concise workplace outputs: briefing notes, escalation updates, meeting scripts, risk memos, decision records, and follow-up messages.

Instructor Module Plans

Module 1. Guest Arrival and Front-Desk Escalation (90 minutes)

Resolve arrival problems while protecting policy and guest dignity.

Learners should be able to

- Use these terms accurately: check-in, room inventory, upgrade, service recovery.
- Explain the workplace tension: Inventory, loyalty status, housekeeping, policy, and guest emotion need balance.
- Respond professionally when a stakeholder says: Upgrade them immediately.
- Draft a usable arrival recovery script with facts, caveats, owner, and next step.

Customized scenario

Workplace pressure

A guest arrives early and their room is not ready.

Upgrade them immediately.

Inventory, loyalty status, housekeeping, policy, and guest emotion need balance.

Classroom sequence

1. Terminology drill: define each term, then use it in one sentence from the learner's own role.
2. Risk map: identify the stakeholder, the decision, the evidence gap, the operating constraint, and the cost of being wrong.
3. Pushback ladder: move from clarifying question to evidence-based objection to consequence to decision request.

4. Output lab: draft and revise a arrival recovery script.

Module 2. Complaint Handling and Online Reviews (90 minutes)

Respond to complaints without admitting unsupported facts.

Learners should be able to

- Use these terms accurately: guest complaint, online review, brand voice, compensation.
- Explain the workplace tension: Investigation, privacy, brand tone, and recovery options must be considered.
- Respond professionally when a stakeholder says: Offer a full refund publicly.
- Draft a usable review response draft with facts, caveats, owner, and next step.

Customized scenario

Workplace pressure

A guest posts that staff were rude and the room was dirty.

Offer a full refund publicly.

Investigation, privacy, brand tone, and recovery options must be considered.

Classroom sequence

1. Terminology drill: define each term, then use it in one sentence from the learner's own role.
2. Risk map: identify the stakeholder, the decision, the evidence gap, the operating constraint, and the cost of being wrong.
3. Pushback ladder: move from clarifying question to evidence-based objection to consequence to decision request.
4. Output lab: draft and revise a review response draft.

Module 3. Reservations, Overbooking, and Walks (90 minutes)

Communicate inventory constraints transparently.

Learners should be able to

- Use these terms accurately: overbooking, walk, occupancy, rate parity.
- Explain the workplace tension: Walk policy, partner hotel, transportation, compensation, and empathy are needed.
- Respond professionally when a stakeholder says: Tell late arrivals there is nothing available.
- Draft a usable overbooking response with facts, caveats, owner, and next step.

Customized scenario

Workplace pressure

The hotel is oversold during a citywide event.

Tell late arrivals there is nothing available.

Walk policy, partner hotel, transportation, compensation, and empathy are needed.

Classroom sequence

1. Terminology drill: define each term, then use it in one sentence from the learner's own role.
2. Risk map: identify the stakeholder, the decision, the evidence gap, the operating constraint, and the cost of being wrong.
3. Pushback ladder: move from clarifying question to evidence-based objection to consequence to decision request.

4. Output lab: draft and revise a overbooking response.

Module 4. Revenue Management and Pricing (90 minutes)

Explain pricing changes without sounding arbitrary.

Learners should be able to

- Use these terms accurately: ADR, RevPAR, yield management, compression night.
- Explain the workplace tension: Demand, compression nights, contract terms, and value need careful explanation.
- Respond professionally when a stakeholder says: Say demand is high.
- Draft a usable rate-change explanation with facts, caveats, owner, and next step.

Customized scenario

Workplace pressure

A corporate client questions a rate increase.

Say demand is high.

Demand, compression nights, contract terms, and value need careful explanation.

Classroom sequence

1. Terminology drill: define each term, then use it in one sentence from the learner's own role.
2. Risk map: identify the stakeholder, the decision, the evidence gap, the operating constraint, and the cost of being wrong.
3. Pushback ladder: move from clarifying question to evidence-based objection to consequence to decision request.
4. Output lab: draft and revise a rate-change explanation.

Module 5. Housekeeping, Maintenance, and Turnover (90 minutes)

Coordinate operational recovery across departments.

Learners should be able to

- Use these terms accurately: room status, out of order, turnover, preventive maintenance.
- Explain the workplace tension: Room status, staffing, maintenance defects, and guest promises need coordination.
- Respond professionally when a stakeholder says: Pressure housekeeping to move faster.
- Draft a usable turnover recovery plan with facts, caveats, owner, and next step.

Customized scenario

Workplace pressure

Rooms are not turning over fast enough for check-in.

Pressure housekeeping to move faster.

Room status, staffing, maintenance defects, and guest promises need coordination.

Classroom sequence

1. Terminology drill: define each term, then use it in one sentence from the learner's own role.
2. Risk map: identify the stakeholder, the decision, the evidence gap, the operating constraint, and the cost of being wrong.
3. Pushback ladder: move from clarifying question to evidence-based objection to consequence to decision request.

4. Output lab: draft and revise a turnover recovery plan.

Module 6. Events, Banquets, and Run of Show (90 minutes)

Manage event details and last-minute changes.

Learners should be able to

- Use these terms accurately: BEO, run of show, attrition, AV requirement.
- Explain the workplace tension: Contract, staffing, setup time, safety, and vendor capacity need review.
- Respond professionally when a stakeholder says: Say yes to every change.
- Draft a usable event change response with facts, caveats, owner, and next step.

Customized scenario

Workplace pressure

A client changes seating and AV needs on event day.

Say yes to every change.

Contract, staffing, setup time, safety, and vendor capacity need review.

Classroom sequence

1. Terminology drill: define each term, then use it in one sentence from the learner's own role.
2. Risk map: identify the stakeholder, the decision, the evidence gap, the operating constraint, and the cost of being wrong.
3. Pushback ladder: move from clarifying question to evidence-based objection to consequence to decision request.
4. Output lab: draft and revise a event change response.

Module 7. Tour Operations and Traveler Safety (90 minutes)

Communicate itinerary changes and safety constraints.

Learners should be able to

- Use these terms accurately: itinerary, force majeure, waiver, local operator.
- Explain the workplace tension: Safety, local rules, refunds, timing, and guest expectations must be managed.
- Respond professionally when a stakeholder says: Keep the original plan to avoid complaints.
- Draft a usable itinerary-change announcement with facts, caveats, owner, and next step.

Customized scenario

Workplace pressure

Weather disrupts a tour itinerary.

Keep the original plan to avoid complaints.

Safety, local rules, refunds, timing, and guest expectations must be managed.

Classroom sequence

1. Terminology drill: define each term, then use it in one sentence from the learner's own role.
2. Risk map: identify the stakeholder, the decision, the evidence gap, the operating constraint, and the cost of being wrong.
3. Pushback ladder: move from clarifying question to evidence-based objection to consequence to decision request.

- Output lab: draft and revise a itinerary-change announcement.

Module 8. Cultural Expectations and Service Style (90 minutes)

Interpret guest behavior across cultures without stereotyping.

Learners should be able to

- Use these terms accurately: service standard, cultural expectation, guest profile, recovery gesture.
- Explain the workplace tension: Expectations, language, nonverbal cues, and service standards need coaching.
- Respond professionally when a stakeholder says: Tell staff to be friendlier.
- Draft a usable cross-cultural service briefing with facts, caveats, owner, and next step.

Customized scenario

Workplace pressure

International guests complain that service feels cold.

Tell staff to be friendlier.

Expectations, language, nonverbal cues, and service standards need coaching.

Classroom sequence

- Terminology drill: define each term, then use it in one sentence from the learner's own role.
- Risk map: identify the stakeholder, the decision, the evidence gap, the operating constraint, and the cost of being wrong.
- Pushback ladder: move from clarifying question to evidence-based objection to consequence to decision request.
- Output lab: draft and revise a cross-cultural service briefing.

Nomenclature and Jargon

These are classroom working definitions. Learners should adapt wording to their organization's policies, systems, and local regulatory environment.

Guest Arrival and Front-Desk Escalation

Term	Working meaning
check-in	Working hospitality and tourism term used in guest arrival and front-desk escalation; define the owner, evidence source, governing document, risk, and decision impact before using it in a meeting.
room inventory	Working hospitality and tourism term used in guest arrival and front-desk escalation; define the owner, evidence source, governing document, risk, and decision impact before using it in a meeting.
upgrade	Working hospitality and tourism term used in guest arrival and front-desk escalation; define the owner, evidence source, governing document, risk, and decision impact before using it in a meeting.
service recovery	Working hospitality and tourism term used in guest arrival and front-desk escalation; define the owner, evidence source, governing document, risk, and decision impact before using it in a meeting.

Complaint Handling and Online Reviews

Term	Working meaning
guest complaint	Working hospitality and tourism term used in complaint handling and online reviews; define the owner, evidence source, governing document, risk, and decision impact before using it in a meeting.

Term	Working meaning
online review	Working hospitality and tourism term used in complaint handling and online reviews; define the owner, evidence source, governing document, risk, and decision impact before using it in a meeting.
brand voice	Working hospitality and tourism term used in complaint handling and online reviews; define the owner, evidence source, governing document, risk, and decision impact before using it in a meeting.
compensation	Working hospitality and tourism term used in complaint handling and online reviews; define the owner, evidence source, governing document, risk, and decision impact before using it in a meeting.

Reservations, Overbooking, and Walks

Term	Working meaning
overbooking	Working hospitality and tourism term used in reservations, overbooking, and walks; define the owner, evidence source, governing document, risk, and decision impact before using it in a meeting.
walk	Working hospitality and tourism term used in reservations, overbooking, and walks; define the owner, evidence source, governing document, risk, and decision impact before using it in a meeting.
occupancy	Working hospitality and tourism term used in reservations, overbooking, and walks; define the owner, evidence source, governing document, risk, and decision impact before using it in a meeting.
rate parity	Working hospitality and tourism term used in reservations, overbooking, and walks; define the owner, evidence source, governing document, risk, and decision impact before using it in a meeting.

Revenue Management and Pricing

Term	Working meaning
ADR	Working hospitality and tourism term used in revenue management and pricing; define the owner, evidence source, governing document, risk, and decision impact before using it in a meeting.
RevPAR	Working hospitality and tourism term used in revenue management and pricing; define the owner, evidence source, governing document, risk, and decision impact before using it in a meeting.
yield management	Working hospitality and tourism term used in revenue management and pricing; define the owner, evidence source, governing document, risk, and decision impact before using it in a meeting.
compression night	Working hospitality and tourism term used in revenue management and pricing; define the owner, evidence source, governing document, risk, and decision impact before using it in a meeting.

Housekeeping, Maintenance, and Turnover

Term	Working meaning
room status	Working hospitality and tourism term used in housekeeping, maintenance, and turnover; define the owner, evidence source, governing document, risk, and decision impact before using it in a meeting.
out of order	Working hospitality and tourism term used in housekeeping, maintenance, and turnover; define the owner, evidence source, governing document, risk, and decision impact before using it in a meeting.
turnover	Working hospitality and tourism term used in housekeeping, maintenance, and turnover; define the owner, evidence source, governing document, risk, and decision impact before using it in a meeting.
preventive maintenance	Working hospitality and tourism term used in housekeeping, maintenance, and turnover; define the owner, evidence source, governing document, risk, and decision impact before using it in a meeting.

Events, Banquets, and Run of Show

Term	Working meaning
BEO	Working hospitality and tourism term used in events, banquets, and run of show; define the owner, evidence source, governing document, risk, and decision impact before using it in a meeting.
run of show	Working hospitality and tourism term used in events, banquets, and run of show; define the owner, evidence source, governing document, risk, and decision impact before using it in a meeting.
attrition	Working hospitality and tourism term used in events, banquets, and run of show; define the owner, evidence source, governing document, risk, and decision impact before using it in a meeting.
AV requirement	Working hospitality and tourism term used in events, banquets, and run of show; define the owner, evidence source, governing document, risk, and decision impact before using it in a meeting.

Tour Operations and Traveler Safety

Term	Working meaning
itinerary	Working hospitality and tourism term used in tour operations and traveler safety; define the owner, evidence source, governing document, risk, and decision impact before using it in a meeting.
force majeure	Working hospitality and tourism term used in tour operations and traveler safety; define the owner, evidence source, governing document, risk, and decision impact before using it in a meeting.
waiver	Working hospitality and tourism term used in tour operations and traveler safety; define the owner, evidence source, governing document, risk, and decision impact before using it in a meeting.
local operator	Working hospitality and tourism term used in tour operations and traveler safety; define the owner, evidence source, governing document, risk, and decision impact before using it in a meeting.

Cultural Expectations and Service Style

Term	Working meaning
service standard	Working hospitality and tourism term used in cultural expectations and service style; define the owner, evidence source, governing document, risk, and decision impact before using it in a meeting.
cultural expectation	Working hospitality and tourism term used in cultural expectations and service style; define the owner, evidence source, governing document, risk, and decision impact before using it in a meeting.
guest profile	Working hospitality and tourism term used in cultural expectations and service style; define the owner, evidence source, governing document, risk, and decision impact before using it in a meeting.
recovery gesture	Working hospitality and tourism term used in cultural expectations and service style; define the owner, evidence source, governing document, risk, and decision impact before using it in a meeting.

Industry-Specific Meeting Moves

Situation	Useful language
Guest Arrival and Front-Desk Escalation	Before we commit, I want to confirm check-in, room inventory, the owner, and the evidence behind the decision. If inventory, loyalty status, housekeeping, policy, and guest emotion need balance., I recommend we document the risk and agree on the next step.
Complaint Handling and Online Reviews	Before we commit, I want to confirm guest complaint, online review, the owner, and the evidence behind the decision. If investigation, privacy, brand tone, and recovery options must be considered., I recommend we document the risk and agree on the next step.
Reservations, Overbooking, and Walks	Before we commit, I want to confirm overbooking, walk, the owner, and the evidence behind the decision. If walk policy, partner hotel, transportation, compensation, and empathy are needed., I recommend we document the risk and agree on the next step.

Situation	Useful language
Revenue Management and Pricing	Before we commit, I want to confirm ADR, RevPAR, the owner, and the evidence behind the decision. If demand, compression nights, contract terms, and value need careful explanation., I recommend we document the risk and agree on the next step.
Housekeeping, Maintenance, and Turnover	Before we commit, I want to confirm room status, out of order, the owner, and the evidence behind the decision. If room status, staffing, maintenance defects, and guest promises need coordination., I recommend we document the risk and agree on the next step.
Events, Banquets, and Run of Show	Before we commit, I want to confirm BEO, run of show, the owner, and the evidence behind the decision. If contract, staffing, setup time, safety, and vendor capacity need review., I recommend we document the risk and agree on the next step.
Tour Operations and Traveler Safety	Before we commit, I want to confirm itinerary, force majeure, the owner, and the evidence behind the decision. If safety, local rules, refunds, timing, and guest expectations must be managed., I recommend we document the risk and agree on the next step.
Cultural Expectations and Service Style	Before we commit, I want to confirm service standard, cultural expectation, the owner, and the evidence behind the decision. If expectations, language, nonverbal cues, and service standards need coaching., I recommend we document the risk and agree on the next step.

High-pressure pushback frames

- I understand the urgency. The risk is that we move faster than the evidence or process supports.
- I am not blocking the goal. I am naming the condition we need before the decision is safe and credible.
- If we accept this risk, we should name the owner, document the assumption, and define the trigger for escalation.
- That may be possible, but not under the current scope, timeline, or approval path.
- Let's separate what we know, what we assume, and what still needs confirmation.

Assessment and Coaching

Performance rubric

Skill	Developing	Proficient	Strong
Terminology	Recognizes terms but uses them loosely.	Uses field terms accurately in context.	Defines terms, connects them to evidence, and explains decision impact.
Pushback	Disagrees vaguely or avoids disagreement.	Names concern with evidence and next step.	Balances urgency, relationship, risk, owner, and decision rights.
Scenario judgment	Focuses on one stakeholder's preference.	Identifies constraint, risk, and process.	Guides the group toward a documented, realistic decision.
Written output	Writes general summaries.	Produces clear notes with facts and owner.	Creates concise, decision-ready workplace communication.

Source orientation

- Property policies and brand standards.
- Local tourism, safety, and consumer-protection rules.
- Contracts, event orders, and reservation terms.
- The learner's own company policies, SOPs, contracts, systems, templates, and approved communication standards.