



HTM*2030

Control Systems in the Hospitality Industry (W16)

General Course Information

Instructor: William C. Murray, PhD
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Office Location MACS205
Office Hours Mon / Wed 1:30 – 2:20 pm; other times by appointment
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Phone 519-824-4120 x 52393
Office Hours Weekly - by appointment

Class Schedule: Monday & Wednesday: 12:30 – 1:20 pm in MACS 209
Friday: 1230 – 2:20 pm in MACS 209

Pre-requisites: HTM*2000 & HTM*2700

Course Description

This is a study of the policies and procedures required to control food, beverage and other products, payroll and other operating costs. Areas examined include such topics as cost behaviour and analysis, menu analysis, budget preparation and the interpretation of data. The course will also stress the application of analytical techniques. Examples from all industry segments will be used.

Course Learning Outcomes

Upon successfully completing this course, you will be able to:

- Discuss the importance of the cost control cycle including its effect on the operation's profitability
- Evaluate a restaurant's menu and its effect on various aspects of the organization
- Discuss, including reasons and effects, the methods and steps required to control:
 - Purchasing
 - Receiving, storing, and issuing
 - Food preparations and portions
 - Beverages
 - Revenue
 - Payroll expenses
 - Utilities and other miscellaneous expenses
 - Theft / fraud
- Apply various quantitative and qualitative techniques to evaluate existing and proposed hospitality operations. (Note that, for various reasons, the emphasis in this course will be on food service operations. The same basic approaches are applicable across not only the hospitality industry, but in most businesses.)

Course Assessment

	Value	Assignment	Due Date/ location
Assessment 1:	20%	Midterm 1	Friday February 12 th in class
Assessment 2:	20%	Midterm 2	Friday March 18 th in class
Assessment 3:	35%	Final Exam	Monday April 18 th TBA
Assessment 4:	10%	Quizzes	
Assessment 5:	15%	Group Project – Internal Controls	
Total	100%		

Teaching and Learning Practices

Lectures	Weekly classes; mixture of lectures and guest speakers
Labs	N/A
Seminars	Weekly seminars; mixture of applied problems, field trips and guest speakers
Workshops	N/A
Site/Field Trips	Potential for on campus facility visits
Philosophy & Direction	The overall goal of this course is to instil a respect for how important managing costs are for a successful and profitable hospitality operation. To do this, we will journey into the details of cost controls, including purchasing products, storing and issuing them properly, understanding how to plan for production, forecasting usage and proper portioning, and well as monitoring for a consistent product and the reduction of loss through waste and theft. At the end of this course, you should leave with good skills in basic business math, techniques that are immediately applicable for managerial decision making. To accomplish this, we spend a great deal of time discussing the values of cost controls and practicing techniques in control – balancing why to do it and how to do it. Your success will come through dedicated application, completing problems and examples, and interacting with your teaching team throughout the semester.

Course Resources

Required Texts:

Dittmer, P., Keefe, J., Hoyer, G., & Foster, T. (2010). Principles of Food, Beverage and Labour Cost Controls. Second Canadian Edition, John Wiley & Sons Canada, Ltd.

Additional Readings:

<https://canadianrestaurateur.wordpress.com/2010/02/14/cost-control-is-the-key-to-survival/>
<https://canadianrestaurateur.wordpress.com/2012/05/28/how-to-compare-your-restaurant/>
<https://cdnbartaxadvisor.wordpress.com/2009/09/23/the-true-cost-of-staff-theft/>
<https://canadianrestaurateur.wordpress.com/2011/01/29/restaurant-theft-findings/>
<https://canadianrestaurateur.wordpress.com/2011/01/30/restaurant-fraud-theft-part-i/>
<https://canadianrestaurateur.wordpress.com/2011/02/12/restaurant-fraud-theft-part-ii/>
<https://canadianrestaurateur.wordpress.com/2011/02/12/restaurant-fraud-theft-part-iii/>
<https://canadianrestaurateur.wordpress.com/2011/02/14/restaurant-fraud-theft-part-iv/>

Calculators:

You will need a basic 4-function calculator (addition, subtraction, multiplication and division) for this course that you should bring with you to every class. Any other calculators, including scientific calculators or calculators with memory functions, will not be allowed in any exams. Your phone, mobile device, or computer is also not suitable.

Course Information and Policies**Exams:**

Midterm exams will be held during the seminar sections of this course in order to allow for a consistent two hour block of time. The final exam is scheduled during the formal exam period and details will be available early in the semester.

Absence from any exam must be properly documented in order to avoid a grade of zero. For most issues, you will need documentation from medical services, counselling services, or the Dean's office (for medical or compassionate reasons). Note that vacation travel, moving residences, or outside work commitments, among other reasons, will typically not be accepted as valid for missing scheduled exams. A grade of zero will be assigned if you miss a scheduled exam unless you are ill or have compassionate reasons. Please read your Undergraduate Calendar for the regulations on these areas. When in doubt, contact your instructor.

If you have religious observances which conflict with the course schedule or if you are registered with the Centre for Students with Disabilities, please contact your instructor as soon as possible to make alternate arrangements.

Quizzes:

Quizzes will be scheduled throughout the course. Quizzes serve as a formative method of evaluation that provide you with feedback on how well you are incorporating the course material, specifically the concepts included in the textbook. They are very short, randomly generated quizzes that only cover 2 chapters of material.

Group Assignment

Later in this course, you will be randomly assigned into teams. Your team will be required to visit a hospitality business and observe their operation, looking specifically at their internal control systems. The area that your team chooses to observe is quite flexible and might include either front or heart of house operations. Your team will then write a discussion post of 500 – 1000 words that fully describes a weakness in internal controls that can result in loss of profits. Following this, your group will select one post from another team (cannot be your own) and write a response of 1000 – 1500 words that clearly identifies controls that could mitigate the loss identified. More detailed information will be provided in class.

Course Policy regarding use of electronic devices and recording of lectures

Electronic recording of classes is expressly forbidden without consent of the instructor. When recordings are permitted, they are solely for the use of the authorized student and may not be reproduced, or transmitted to others, without the express written consent of the instructor.

Laptops and other electronic devices.

The use of personal electronic devices in spaces such as a lecture hall can be intrusive and disturbing to others in the learning environment. While you are permitted to use computers in the class, please do so only for note-taking purposes. The use of computers and/or mobile devices in class for playing games, web-surfing, or social networking will not be tolerated; you will be asked to leave the class if it becomes a problem. This is in an attempt to maintain a focused learning environment, and of course good-practice for when you enter the work force.

Please note:

Cell-phones, computers and other electronic devices will not be allowed in any examination rooms. Any student caught using such a device in the exam room (without express prior written consent from the instructor) will be referred immediately to the Associate Dean (Academic) for academic misconduct.

Grading Policies

Unless you have discussed an extension ahead of the due date with your instructor, late penalties of 10% of the absolute grade available will be deducted each day (including weekends) from the grade earned at time of submission (e.g. you earn 75% on your project but submit it 2 days late, receiving a grade of 55%). Extensions may be granted on the basis of valid medical (doctor's note) or personal (note from Counselling Services) reasons, or at your instructor's discretion. Late assignments will receive a grade of zero and not be accepted once graded assignments have been returned to the class at large unless alternative arrangements have already been made.

Students who find themselves unable to meet course requirements by the deadlines or the criteria expected because of medical or personal reasons should review the regulations on academic consideration in the Academic Calendar and discuss their situation with the instructor immediately, and well as a program counselor or other academic counselor as appropriate.

<http://www.uoguelph.ca/registrar/calendars/undergraduate/current/c08/c08-grds.shtml>

University Policies

Academic Consideration

When you find yourself unable to meet an in-course requirement because of illness or compassionate reasons, please advise the course instructor in writing, with your name, id#, and e-mail contact. See the academic calendar for information on regulations and procedures for Academic Consideration:

<http://www.uoguelph.ca/registrar/calendars/undergraduate/current/c08/c08-ac.shtml>

Academic Misconduct

The University of Guelph is committed to upholding the highest standards of academic integrity and it is the responsibility of all members of the University community, faculty, staff, and students to be aware of what constitutes academic misconduct and to do as much as possible to prevent academic offences from occurring.

University of Guelph students have the responsibility of abiding by the University's policy on academic misconduct regardless of their location of study; faculty, staff and students have the responsibility of supporting an environment that discourages misconduct. Students need to remain aware that instructors have access to and the right to use electronic and other means of detection. Please note: Whether or not a student intended to commit academic misconduct is not relevant for a finding of guilt. Hurried or careless submission of assignments does not excuse students from responsibility for verifying the academic integrity of their work before submitting it. Students who are in any doubt as to whether an action on their part could be construed as an academic offence should consult with a faculty member or faculty advisor.

The Academic Misconduct Policy is detailed in the Undergraduate Calendar:

<http://www.uoguelph.ca/registrar/calendars/undergraduate/current/c08/c08...>

Accessibility

The University of Guelph is committed to creating a barrier-free environment. Providing services for students is a shared responsibility among students, faculty and administrators. This relationship is based on respect of individual rights, the dignity of the individual and the University community's shared commitment to an open and supportive learning environment. Students requiring service or accommodation, whether due to an identified, ongoing disability or a short-term disability should contact the Centre for Students with Disabilities as soon as possible. For more information, contact CSD at 519-824-4120 ext. 56208 or email csd@uoguelph.ca or see the website: <http://www.csd.uoguelph.ca/csd/>

Course Evaluation Information: Please refer to the [Course and Instructor Evaluation Website](#)

Drop date

The last date to drop one-semester courses, without academic penalty, is **MARCH 11, 2016**. For regulations and procedures for Dropping Courses, see the Academic Calendar:

<http://www.uoguelph.ca/registrar/calendars/undergraduate/current/c08/c08>

Additional Course Information

All announcements, required and recommended readings, assignment information and course updates will be posted on Course Link (D2L). It is your responsibility to keep abreast of course materials and relevant communication through this means. Furthermore, the instructor may normally be contacted using email (preferred) or telephone during regular business days and hours (Monday to Friday from 8:30 am-5:00 pm).

E-mail

As per university regulations, all students are required to check their <uoguelph.ca> e-mail account regularly. E-mail is the official route of communication between the university and its students.