MENU

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The items in the MENU will show as **HEADINGS** throughout the script.

Course Introduction and Learning Outcomes

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 preparations and interpretation of data. The course will also stress the application of analytical techniques. Examples from all industry segments will be used.

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Control systems are important in every industry to ensure efficiency, cost effectiveness, and profitability. However, they are especially important in the hospitality industry as there are such a wide variety of inputs and profit margins are usually very thin. Good control systems, consistently implemented, can be the difference between a business's survival or its demise.

- Discuss the importance of the cost control cycle including its effect on the operation's profitability
- Evaluate a restaurant's menu, pricing and sales strategies, including their effect on various aspects of the organization
- Discuss, including reasons and effects, the methods and steps required to control:
    - Purchasing, receiving, storing
    - Food preparations and portions
    - Beverages
    - Sales and cash receipts
    - Payroll expenses
    - Theft/fraud
- Apply various quantitative and qualitative techniques to evaluate existing and proposed hospitality operations. (Please note that, for various reasons, the emphasis will be on food service operations, the same basic approaches are applicable across not only the hospitality industry, but any business.)

Learning Materials

Required Textbook

*Principles of Food, Beverage, and Labour Cost Controls (*Second Canadian Edition)

by Paul R. Dittmer, J. Desmond Keefe, Gary Hoyer, Tim Foster, Published by John Wiley & Sons, Inc. 2014.

eBook version also available (but not recommended because the final is an open book exam).

You may purchase this text at one of the University of Guelph bookstores:

- University of Guelph Bookstore
- Guelph Campus Coop Bookstore

END OF SECTION

Course Structure

The concepts and issues of this course are presented in 6 online units. These units will help guide you in pacing yourself through the course materials.

The units are as follows:

- Unit 01: Introduction to Cost Controls and Sales Concepts (Week 1 & 2)
- Unit 02: Cost / Volume / Profit Relationship (Week 3 & 4)
- Unit 03: Purchasing, Receiving, Storage, Production Controls (Week 5 & 6)
- Unit 04: Monitoring Operations (Weeks 7 & 8)
- Unit 05: Sales Controls (Week 9 &10)
- Unit 06: Beverage & Labour Controls (Week 11 & 12)

All of the six two-week units are structured identically.   Each unit has the same tasks.   The tasks should be completed in the following order:

1. **Read** the Unit Expectations

2. **Read** the Required Readings

3. **Complete** the **Group Learning Activities** including the discussion in the Group Activity Forum

4. **Post** and **respond** to one of the suggested topics in the **Discussion Forum**

5. **Complete** the Unit **Quiz**

6. Individually **complete and submit** the Unit **Assignment** in the Dropbox.

Note: It is strongly recommended that you follow the course **Schedule** (see **Schedule** link located in the top navigation bar). The **Schedule** outlines what you should be working on during each week of the course. By following the **Schedule**, you will be better prepared to complete course assignments and will be able to participate more effectively in the online discussions.

END OF SECTION	

Discussion Areas

An important part of online learning is staying actively engaged with your classmates throughout the semester. This course has been designed so that you work collaboratively. Throughout the semester you will work in discussion groups to discuss key questions posed in the unit content. These activities are opportunities for you to explore the new ideas, share your knowledge, support your classmates and solicit feedback. Think of the course website as an online learning community.

The following are the discussion forums for this course. Remember to check these areas **often** and be sure to post your responses to the **appropriate** discussion thread as outlined in the units. You can access the discussions area by clicking on the **Discussions** link located on the top navigation bar of the course website.

- **Ask the Professor**: Use this forum for general questions about assignments or about the course content. Your instructor will monitor this area frequently and respond to questions or concerns.

- **Unit Discussions:** Each of the six units has discussion forms. The discussion form questions relate directly subject matter of that unit. Students will be randomly placed into three groups. Students are expected to post at least one original, high quality, post per unit AND respond to at least one of their peers' posts. *Participation in these discussion forums will be factored into the students Discussion Forum Participation Mark.*

- **Group Learning Activities**: Each of the six units has a learning activity and/or exercise that require completion by the students. The forums are designed so that students can discuss the solutions and ask questions regarding the question in a small group setting. Students will be randomly placed into three groups. *Completion of these activities, as evidenced by participation in the discussion forums will be factored into the Group Learning Activities Participation mark.*

- **DE Technical Help**: Technical help staff ready to answer your technical questions about the learning platform will monitor this discussion on a daily basis.

Discussion Forum Expectations

As discussions are a significant component of this course, please take some time to review Writing for Online Discussions. Discussion postings are considered be written work, so be aware of the language, style and terminology you use to communicate.

Communicating Online: Netiquette

In our online learning community we all need to be supportive and forthright with one another. However, please keep in mind that each of the discussion areas are public places. Anyone with access to the course website and

discussion areas can see your messages. Remember that non-verbal communication is missing online and give your classmates the benefit of the doubt when interpreting their messages. You are expected to communicate through the discussion area of this course website in a mature, professional manner. This means complete thoughts, complete sentences, relevant subject lines and at least a moderate amount of proofreading. In order for really good discussion to take place, we need to put effort into expressing our ideas to the best of our abilities. You are also reminded that proper "Netiquette" includes commenting on people's ideas but not their personalities or characters. If you are ever in doubt as to what this means, please send your instructor a sample of what you are considering for review in advance. Also, please consider these communications as formal exchanges: though you are encouraged to think critically, please remember to be considerate, polite and respectful. No swearing or abusive behaviour will be tolerated. Please use e-mail for personal communications.

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Below are some guidelines to consider when communicating with your classmates and instructor online. These have been adapted by the [University of British Columbia](#) from the [Core Rules of Netiquette by Virginia Shea](#).

Know Your Context

- Introduce yourself
- Remember that culture influences communication style and practices. Stay open and ask questions – avoid assumptions.
- Instructors will usually set the tone and provide guidance/guidelines.

Remember the Human

- We all come with personalities. Remember there is a person behind the words. Ask for clarification before making judgement.
- Check your tone before you publish.
- Respond to people using their names.
- Again, culture and even gender can play a part in how people communicate.
- Remain authentic and respect the same of others.
- People participate in different ways – some just by reading the communication rather than jumping into it.
- Avoid jokes and sarcasm- they often don't translate well to the online environment.

Text has Permanence

- What you say online is difficult to retract later – once in print. Be judicious. Read and revise before you post.
- Consider your responsibility to the group and to the learning environment.
- If you are working collaboratively – agree on ground rules for text communication (formal or informal; seek clarification whenever needed, etc.).

Flaming: Research Before You React

- Accept and forgive mistakes.
- Consider your responsibility to the group and to the learning environment.
- Seek clarification before reacting.
- Ask your instructor for guidance *

Respect Privacy and Original Ideas

- Always quote if you are responding to a specific point made by someone else.
- Ask the author of an email before forwarding it.

Source: University of British Columbia, [Communicating Online: Netiquette](#)

Sometimes, online behaviour can appear so disrespectful and even hostile that it requires attention and follow up. In this case, let your instructor know right away so that the right resources can be called upon to help.

Expectations

1. What can you expect from your instructor?

- Checks into the course website frequently
- Posts course announcements to the **News** section of the **Course Home**
- Available to answer questions and provide feedback on course exercises
- Responds to emails within two working days
- Provides feedback on all assignments within two weeks of submission.

2. What is expected of students?

- Checks into the course website frequently
- Checks **News** postings and postings made to the **Questions and Answers** Discussion area frequently
- Participates actively in the discussions
- Demonstrates respects to the instructor, teachers assistant, and fellow students
- Completes the majority of required exercises and activities in each unit.

Tips for Succeeding in Your Online Course

To successfully complete this course it is recommended that you:

1. **Familiarize yourself with the Course**

   Start by navigating through all the course components to become comfortable with the organization of the course and familiar with the course expectations. A good place to begin is here with the course **Outline**. You also need to visit the **Schedule** (where you will find a timeline for the course along with due dates). The **Units** guide you for each of the 12 weeks of the course. The **Resources** section of the course website has useful information and links to the library. If you have any questions you can ask them in the **Questions and Answers** discussion forum.

2. **Stay Up-to-Date**

   Log on to the course website frequently to keep up on course developments. You are responsible for attending to all announcements, assignments and course material distributed online. Please check regularly for important messages from the instructor in the **News** section on the **Course Home** page and the **Questions and Answers** discussion forum.

3. **Commitment**

Your course website acts as your classroom. Every student is of course different, but you should plan on spending an average of 8-10 hours per week on this course. Scheduling your time wisely in an online course is very crucial. Since we do not meet at a scheduled time every week, it is up to you to make sure you are logging in regularly. You will need to visit the course website a minimum of 3-5 times per week to find out what to do, get help and talk to your instructor and your classmates.

4. **Manage your Time**

Manage your time well. Plan to set aside time each week to complete all unit activities, assignments and readings. Use the **Schedule** to chart out your workload and timelines for completion. Be sure to:

5.

  o Read through all the unit and textbook readings, learning activities and assignments prior to beginning each unit.
  o Stay active and in touch with your instructor and classmates by participating in all discussions.
  o Complete and submit all assignments according to the due dates listed on the course **Schedule**.

New to Learning Online?

If you are new to online learning, you are encouraged to review the following resources:
Tips for Online Learning
A Guide for Time Management

END OF SECTION	

Your Instructor

Cameron, please use existing photo.

Connie Zavitz

Connie completed under graduate work the University of Western Ontario and Wilfrid Laurier University. She became a Chartered Accountant in 1993. Connie has worked for KPMG for over 20 years. While with KPMG she worked in over seven different offices, including Sydney, Australia. Her most recent position at KPMG was as the Director of KPMG's Global Audit Learning and Development. Connie is currently completing her Masters in Education, specializing in distance education.

Connie is married and has two daughters. Connie enjoys watching TV, biking, gardening, scrapbooking, and watching her daughters compete in synchronized swimming.

Course Technical Requirements

You are expected to have an understanding of Internet and email basics. You will be navigating and searching the Internet and corresponding with others in your class using web-based conferencing and email.

Please ensure that your computer system meets the [Minimum Requirements](#).

If you do not have these technical requirements, consider either upgrading your personal computer, or using a machine on campus. Trying to use someone else's computer for the course may prove to be frustrating and difficult.

Please follow this quick [System Check](#) to determine if you have the right setup. (Results will be displayed in a new browser window).

Policies and Resources

Distance Education and Open Learning Program Handbooks

Degree Credit Students:

Please ensure that you have reviewed the [DE Handbook](#). In particular, ensure that you review the sections that pertain to Assignment Submissions and Returns, Online Quizzes or Tests and Final Examinations.

Open Learning Program Students:

Please ensure that you have reviewed the [Open Learning program Handbook](#) for the specific procedures and policies related to your studies through Open Learning and Educational Support.

Email Communication

Degree Credit Students:

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.

Open Learning Program Students *without* a University of Guelph email account:

Check your email account (the account you provided upon registration) regularly for important communications, as this is the primary conduit by which the Open Learning and Educational Support will notify you of events, deadlines, announcements or any other official information.

When You Cannot Meet Course Requirements

Degree Credit Students:

When you find yourself unable to meet an in-course requirement due to illness or compassionate reasons, please advise your course instructor **in writing**, with your name, ID number and email contact. See the [Undergraduate Calendar](#) for information on regulations and procedures for Academic Consideration.

Open Learning Program Students:

Please refer to the [Open Learning program Handbook](#).

Drop Date

Degree Credit Students:

The last date to drop one-semester courses, without academic penalty, is indicated in the **Schedule** section of this course website. [See the Undergraduate Calendar for regulations and procedures for Dropping Courses](#).

Open Learning Program Students:

Please refer to the [Open Learning program Handbook](#).

Copies of Assignments

Keep paper and/or other reliable back-up copies of all assignments: you may be asked to resubmit work at any time.

Accessibility

Degree Credit Students:

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 Student Accessibility Services as soon as possible. For more information, contact SAS at 519-824-4120 ext. 56208 or email csd@uoguelph.ca or see the website: [Student Accessibility Services](#).

Open Learning Program Students:

Students with disabilities requiring special accommodation for tests during the semester or for final exams shall contact the Open Learning and Educational Support Program Counsellor at counsellor@OpenEd.uoguelph.ca, before the end of the first week of classes to ensure that appropriate support can be arranged. If contact is not made by this time, support may be delayed. Students will be asked to provide documentation from a health professional or from their home institution. Please note all information provided is held in confidence.

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.

Acceptable Use

The University of Guelph has an [Acceptable Use Policy](#), which you are expected to adhere to.

Copyright Notice

All content within this course is copyright protected. Third party copyrighted materials (such as book chapters and articles) have either been licensed for use in this course, or have been copied under an exception or limitation in Canadian Copyright law.

The fair dealing exemption in Canada's Copyright Act permits students to reproduce short excerpts from copyright-protected materials for purposes such as research, education, private study, criticism and review, with proper attribution. Any other copying, communicating, or distribution of any content provided in this course, except as permitted by law, may be an infringement of copyright if done without proper license or the consent of the copyright owner. Examples of infringing uses of copyrighted works would include uploading materials to a commercial third party web site, or making paper or electronic reproductions of all, or a substantial part, of works such as textbooks for commercial purposes.

Students who upload to CourseLink copyrighted materials such as book chapters, journal articles, or materials taken from the Internet, must ensure that they comply with Canadian Copyright law or with the terms of the University's electronic resource licenses.

For more information about students' rights and obligations with respect to copyrighted works, see [Fair Dealing Guidance for Students](#).

Grades

The assignment of grades at the University of Guelph is based on clearly defined standards, which are published in the Undergraduate Calendar for the benefit of faculty and students.

Grading System

In courses, which comprise a part of the student's program, standings will be reported according to the following schedule of grades:

Letter Grade	Percentage
A+	90-100
A	85-89
A-	80-84
B+	77-79
B	73-76
B-	70-72
C+	67-69
C	64-66
C-	60-62
D+	57-59
D	53-56
D-	50-52
F	0-49

Statement of Students' Academic Responsibilities

Degree Credit Students:

Your success as a student depends above all on your own response to the opportunities and responsibilities that the university environment provides. The University of Guelph is committed to supporting you in your intellectual development and responding to your individual needs. To this end, a broad network of advising, counselling, and support services is provided to assist you in meeting your personal and academic goals.

For more information on your responsibilities as student, see Statement of Students' Academic Responsibilities**.**

Open Learning Program Students:

Your success as a student depends, above all, on your own response to the opportunities and responsibilities that the university environment provides. Open Learning and Educational Support is committed to supporting you in your intellectual development and responding to your individual needs.

For more information on your responsibilities as student, see Open Learning program Statement of Students' Academic Responsibilities.

Plagiarism Detection Software

Students should be aware that faculty have the right to use software to aid in the detection of plagiarism or copying and to examine students orally on submitted work. For students found guilty of academic misconduct, serious penalties, up to and including suspension or expulsion from the University can be imposed.

Recording of Materials

Presentations which are made in relation to course work—including lectures—cannot be recorded or copied without the permission of the presenter, whether the instructor, a classmate or guest lecturer. Material recorded with permission is restricted to use for that course unless further permission is granted.

Religious Holidays

Should a student need to miss scheduled tests, mid-term examinations, final examinations, or requirements to attend classes and participate in laboratories for religious reasons, please advise the instructor within two weeks of the distribution of this course outline so that alternate arrangements can be made.

Resources

Degree Credit Students:

The Academic Calendars are the source of information about the University of Guelph's procedures, policies and regulations, which apply to undergraduate, graduate and diploma programs. See Academic Calendars.

Open Learning Program Students:

The Open Learning program Handbook is the source for information about policies and regulations.

END OF SECTION	

Problems, Questions, Comments

Instructor

Connie Zavitz
School of Hospitality and Tourism Management
University of Guelph
czavitz@uoguelph.ca

If you have any questions regarding the technical requirements of this course or about access to your course website please contact:

Technical Support

Open Learning and Educational Support
University of Guelph
519-824-4120 x56939
Toll-Free (Can/U.S.): 1 (866) 275-1478
help@OpenEd.uoguelph.ca

Hours of Operation

Monday – Friday: 8:30 a.m. – 8:30 p.m.
Saturday: 10:00 a.m. – 4:00p.m.
Sunday: 12 noon – 12:00 midnight

(All times are Eastern)

General Inquiries

Open Learning and Educational Support
University of Guelph
519-824-4120 x55000
519-824-1112 (fax)
info@OpenEd.uoguelph.ca

END OF SECTION