UNIVERSITY of GUELPH

HTM*2030 Control Systems in the Hospitality Industry

Fall 2019

Section: DE

School of Hospitality, Food, and Tourism Management

Credit Weight: 0.50

Course Details

Calendar 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.

Pre-Requisite(s): 4.00 credits

Co-Requisite(s): None

Restriction(s): Restricted to students in the BCOMM.HAFA, BCOMM.HAFA:C, BCOMM:HTM, BCOMM.HTM:C, BCOMM.TMGT or BASC.AHN.

Method of Delivery: Online

Final Exam

Date: TBA

Time: TBA

Location: On campus

Instructional Support

Instructor

Alison Crerar

Email: acrerar@uoguelph.ca
Telephone: (519) 824-4120 Ext. 58710
Office: Macdonald Stewart Hall (MACS), Room 206

Alison came to University of Guelph to study Applied Human Nutrition and liked the Guelph area so much she decided to stay. She joined the School of Hospitality, Food and Tourism Management twenty years ago as the food lab coordinator and instructor, helping students understand the scientific reactions that happen during cooking. In that time, she has obtained her Master's degree and has extended her passion for teaching to Fanshawe College and Conestoga College.

. Alison enjoys cooking, biking, gardening, hiking, and cross country skiing (when there's snow).

Learning Resources

Required Textbook

Title: Principles of Food, Beverage, and Labour Cost Controls
Author(s): Paul R. Dittmer, J. Desmond Keefe, Gary Hoyer, Tim Foster
Edition / Year: 2nd Canadian edition, 2014
Publisher: John Wiley & Sons, Inc.
ISBN: 978-1118798171 (hardcover) or 978-1118808030 (e-text)

You may purchase the textbook at the Guelph Campus Co-op Bookstore or the University of Guelph Bookstore. Please note that DE textbooks are located in the Distance Education section of the University of Guelph Bookstore.

https://guelphcampus.coop/bookstore

http://www.bookstore.uoguelph.ca/

Course Website

CourseLink (powered by D2L's Brightspace) is the course website and will act as your classroom. It is recommended that you log in to your course website every day to check for announcements, access course materials, and review the weekly schedule and assignment requirements.

https://courselink.uoguelph.ca/shared/login/login.html

Ares

For this course, you will be required to access course reserve materials through the University of Guelph McLaughlin Library. To access these items, select **Ares** on the navbar in CourseLink. Note that you will need your Central Login ID and password in order to access items on reserve.

For further instructions on accessing reserve resources, visit [How to Get Course Reserve Materials](#).

If at any point during the course you have difficulty accessing reserve materials, please contact the e-Learning Operations and Reserve Services staff at:

Tel: [519-824-4120 ext. 53621](#)
Email: [libres2@uoguelph.ca](#)
Location: McLaughlin Library, First Floor, University of Guelph

http://www.lib.uoguelph.ca/find/find-type-resource/course-reserves-ares/how-get-course-reserve-material

---

Learning Outcomes

Course 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.

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.

By the end of this course, you should be able to:

1. Discuss the importance of the cost control cycle including its effect on the operation's profitability;

2. Evaluate a restaurant's menu, pricing and sales strategies, including their effect on various aspects of the organization;

3. 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, scheduling; and

- Theft/fraud.
4. 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.).

Teaching and Learning Activities

Course Structure

Unit 01: Introduction to Cost Controls and Sales Concepts

Unit 02: Cost/Volume/Profit Relationship

Unit 03: Purchasing, Receiving, Storage, and Production Controls

Unit 04: Monitoring Operations

Unit 05: Sales Controls

Unit 06: Beverage and Labour Controls

What to Expect for Each Unit

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.;

Schedule

Unit 01: Introduction to Cost Controls and Sales Concepts

Weeks 1 & 2 – Thursday, September 5 to Sunday, September 22

   Readings
- Website: Unit 01 Content
- Textbook: Chapters 1 and 2
- Ares:
  - Hewitt, P. S. (2010) Cost Control is the Key to Survival.

Activities

- Familiarize yourself with the course website by reviewing the **Start Here** section of the course.

- Review the **Outline** and **Assessments** sections on the course website to learn about course expectations, assessments, and due dates.

Assessments

- **Unit 01 Discussion**
  Locked: Sunday, September 22 at 11:59 pm ET

- **Unit 01 Quiz**
  Due: Sunday, September 22 at 11:59 pm ET

- **Unit 01 Assignment**
  Due: Sunday, September 22 at 11:59 pm ET

Unit 02: Cost/Volume/Profit Relationship

Weeks 3 & 4 – Monday, September 23 to Sunday, October 6

Readings

- Website: Unit 02 Content

- Textbook: Chapter 3

Assessments

- **Unit 02 Discussion**
  Locked: Sunday, October 6 at 11:59 pm ET

- **Unit 02 Quiz**
  Due: Sunday, October 6 at 11:59 pm ET

- **Unit 02 Assignment**
  Due: Sunday, October 6 at 11:59 pm ET

Unit 03: Purchasing, Receiving, Storage, and Production Controls

Weeks 5 & 6 – Monday, October 7 to Sunday, October 20

Readings

- Website: Unit 03 Content

- Textbook: Chapters 4, 5, and 6

- Ares:
  - Hewitt, P. S. (2011) Restaurant Theft and Fraud - Part I.

Assessments

- **Unit 03 Discussion**
  Locked: Sunday, October 20 at 11:59 pm ET

- **Unit 03 Quiz**
  Due: Sunday, October 20 at 11:59 pm ET

- **Unit 03 Assignment**
  Due: Sunday, October 20 at 11:59 pm ET

Unit 04: Monitoring Operations

Weeks 7 & 8 – Monday, October 21 to Sunday, November 3 *(40th Class Day: Friday, November 1)*

Readings

- Website: Unit 04 Content

- Textbook: Chapters 7, 8, 9, and 10

- Ares:
  - Hewitt, P. S. (2010) Counting Inventory A Waste of Time.

  - Hewitt, P. S. (2011) Restaurant Theft and Fraud - Part II.

Assessments

- **Unit 04 Discussion**
  Locked: Sunday, November 3 at 11:59 pm ET

- **Unit 04 Quiz**
  Due: Sunday, November 3 at 11:59 pm ET

- **Unit 04 Assignment**
  Due: Sunday, November 3 at 11:59 pm ET

Unit 05: Sales Controls

Weeks 9 & 10 – Monday, November 4 to Sunday, November 17

Readings

- Website: Unit 05 Content

- Textbook: Chapters 11 and 12

Assessments

- **Unit 05 Discussion**
  Locked: Sunday, November 17 at 11:59 pm ET

- **Unit 05 Quiz**
  Due: Sunday, November 17 at 11:59 pm ET

- **Unit 05 Assignment**
  Due: Sunday, November 17 at 11:59 pm ET

Unit 06: Beverage and Labour Controls

Weeks 11 & 12– Monday, November 19 to Friday, November 30

Readings

- Website: Unit 05 Content

- Textbook: Chapters 13 – 21 (excluding Chapter 17, 19, 20)

- Ares:
  - Hewitt, P. S. (2011) Restaurant Theft and Fraud - Part III.

  - Hewitt, P. S. (2011) Restaurant Theft Findings.

Assessments

- **Unit 06 Discussion**
  Locked: Friday, November 29 at 11:59 pm ET

- **Unit 06 Quiz**
  Due: Friday, November 29 at 11:59 pm ET

- **Unit 06 Assignment**
  Due: Friday, November 29 at 11:59 pm ET

Assessment

The grade determination for this course is indicated in the following table. A brief description of each assessment is provided below. Select **Content** on the navbar to locate **Assessments** in the table of contents panel to review further details of each assessment. Due dates can be found under the Schedule heading of this outline.

Table 1: Course Assessment

Assessment Item	Weight
Participation in Discussions (Best 5 of 6)	10%
Quizzes (Best 5 of 6)	15%
Unit Assignments	30%
Final Exam	45%
Total	**100%**

Assessment Descriptions

Participation in Discussions

Participation in all six unit discussions is required. One original post (responding to at least one question) and one peer response post is expected from each student, postings should be a minimum of 3-5 sentences in length to be considered appropriate. The quality and originality of these postings will be evaluated to determine the individuals' discussion participation grade.

Quizzes

Each unit has one online quiz to be completed by the end of the unit. The best 5 of the 6 unit quizzes will count towards the final grade.

Unit Assignments

Unit Assignments are short answer questions that should take less than 60 minutes to complete. The assignment questions provide the students with an opportunity to practice answering questions that will be similar to the final exam questions. Each assignment is to be submitted to the **Dropbox** by the end of the unit.

Final Exam

This course requires you to write a traditional sit-down final exam. Final exams are written on campus at the University of Guelph or at alternate locations for students at a distance. The final exam will be cumulative and include questions from all six units, questions will be in short answer and multiple-choice formats.

It is assumed that all DE students will be writing their final examination on campus at the University of Guelph. University of Guelph degree and associate diploma students must check WebAdvisor for their examination schedule. Open Learning program students must check the Open Learning Program Final Examination Schedule for their examination schedule.

If you are studying at a distance, you can request to write your final exam at an alternate location. It is recommended that you make arrangements as early as possible in the semester since changes cannot be guaranteed after the deadline. Exam schedules for off-campus exams will be emailed by Week 9 of the course. For more information, please visit Final Exams.

https://webadvisor.uoguelph.ca/

http://opened.uoguelph.ca/student-resources/Open-Learning-Program-Final-Exam-Schedule

http://opened.uoguelph.ca/student-resources/final-exams

Course Technologies and Technical Support

CourseLink System Requirements

You are responsible for ensuring that your computer system meets the necessary system requirements. Use the browser check tool to ensure your browser settings are compatible and up to date. (Results will be displayed in a new browser window).

http://spaces.uoguelph.ca/ed/system-requirements/

https://courselink.uoguelph.ca/d2l/systemCheck

Technical Skills

As part of your online experience, you are expected to use a variety of technology as part of your learning:

- Manage files and folders on your computer (e.g., save, name, copy, backup, rename, delete, and check properties);

- Install software, security, and virus protection;

- Use office applications (e.g., Word, PowerPoint, Excel, or similar) to create documents;

- Be comfortable uploading and downloading saved files;

- Communicate using email (e.g., create, receive, reply, print, send, and download attachments);

- Navigate the CourseLink learning environment (the instructions for this are given in your course);

- Communicate using a discussion board (e.g., read, search, post, reply, follow threads) in the CourseLink website;

- Upload assignments using the **Dropbox** tool in the CourseLink website;

- Access, navigate, and search the Internet using a web browser (e.g., Firefox, Internet Explorer); and

- Perform online research using various search engines (e.g., Google) and library databases.

Course Technologies

CourseLink

Distance Education courses are offered entirely online using CourseLink (powered by D2L's Brightspace), the University of Guelph's online learning management system (LMS). By using this service, you agree to comply with the University of Guelph's Access and Privacy Guidelines. Please visit the D2L website to review the Brightspace privacy statement and Brightspace Learning Environment web accessibility standards.

http://www.uoguelph.ca/web/privacy/

https://www.d2l.com/legal/privacy/

https://www.d2l.com/accessibility/standards/

Technical Support

If you need any assistance with the software tools or the CourseLink website, contact CourseLink Support.

CourseLink Support
University of Guelph

Day Hall, Room 211
Email: courselink@uoguelph.ca
Tel: 519-824-4120 ext. 56939
Toll-Free (CAN/USA): 1-866-275-1478

Walk-In Hours (Eastern Time):
Monday thru Friday: 8:30 am–4:30 pm

Phone/Email Hours (Eastern Time):
Monday thru Friday: 8:30 am–8:30 pm
Saturday: 10:00 am–4:00 pm
Sunday: 12:00 pm–6:00 pm

Course Specific Standard Statements

Acceptable Use

The University of Guelph has an [Acceptable Use Policy](https://www.uoguelph.ca/ccs/infosec/aup), which you are expected to adhere to.

https://www.uoguelph.ca/ccs/infosec/aup

Communicating with Your Instructor

During the course, your instructor will interact with you on various course matters on the course website using the following ways of communication:

- **Announcements:** The instructor will use **Announcements** on the Course Home page to provide you with course reminders and updates. Please check this section frequently for course updates from your instructor.

- **Ask Your Instructor Discussion:** Use this discussion forum to ask questions of your instructor about content or course-related issues with which you are unfamiliar. If you encounter difficulties, the instructor is here to help you. Please post general course-related questions to the discussion forum so that all students have an opportunity to review the response. To access this discussion forum, select **Discussions** from the **Tools** dropdown menu.

- **Email:** If you have a conflict that prevents you from completing course requirements, or have a question concerning a personal matter, you can send your instructor a private message by email. The instructor will respond to your email within two working days.

- **Skype:** If you have a complex question you would like to discuss with your instructor, you may book a Skype meeting. Skype meetings depend on the availability of you and the instructor, and are booked on a first come first served basis.

Netiquette Expectations

For distance education courses, the course website is considered the classroom and the same protections, expectations, guidelines, and regulations used in face-to-face settings apply, plus other policies and considerations that come into play specifically because these courses are online.

Inappropriate online behaviour will not be tolerated. Examples of inappropriate online behaviour include:

- Posting inflammatory messages about your instructor or fellow students;
- Using obscene or offensive language online;
- Copying or presenting someone else's work as your own;
- Adapting information from the Internet without using proper citations or references;
- Buying or selling term papers or assignments;
- Posting or selling course materials to course notes websites;
- Having someone else complete your quiz or completing a quiz for/with another student;
- Stating false claims about lost quiz answers or other assignment submissions;
- Threatening or harassing a student or instructor online;
- Discriminating against fellow students, instructors, and/or TAs;
- Using the course website to promote profit-driven products or services;
- Attempting to compromise the security or functionality of the learning management system; and
- Sharing your username and password.

Submission of Assignments to Dropbox

All written work for this course should be submitted electronically via the online **Dropbox** tool. Files should be submitted with the naming convention LastNameFirstInitial_AssignmentName (e.g. SmithJ_Assignment.doc). When submitting your assignments using the **Dropbox** tool, do not leave the page until your assignment has successfully uploaded. To verify that your submission was complete, you can view the submission history immediately after the upload to see which files uploaded successfully. The system will also email you a receipt. Save this email receipt as poof of submission.

Be sure to keep a back-up copy of all of your assignments in the event that they are lost in transition. In order to avoid any last-minute computer problems, your instructor strongly recommend you save your assignments to a cloud-based file storage (e.g., Google Docs), or send to your email account, so that should something happen to your computer, the assignment could still be submitted on time or re-submitted.

It is your responsibility to submit your assignments on time as specified in the schedule section of this outline. Be sure to check the technical requirements and make sure you have the proper computer, that you have a supported browser, and that you have reliable Internet access. Remember that **technical difficulty is not an excuse not to turn in your assignment on time.** Don't wait until the last minute as you may get behind in your work.

If, for some reason, you have a technical difficulty when submitting your assignment electronically, please contact your instructor or CourseLink Support.

http://spaces.uoguelph.ca/ed/contact-us/

Late Policy

Late assignments will not be accepted in this course. Late submissions will receive 10% penalty each day.

Extensions will be considered for medical reasons or other extenuating circumstances. If you require an extension, discuss this with the instructor as soon as possible and well before the due date. Barring exceptional circumstances, extensions will not be granted once the due date has passed. These rules are not designed to be arbitrary, nor are they inflexible. They are designed to keep you organized, to ensure that all students have the same amount of time to work on assignments, and to help to return marked materials to you in the shortest possible time.

Obtaining Grades and Feedback

Unofficial assessment marks will be available in the **Grades** tool of the course website.

Your instructor will have grades posted online within 2 weeks of the submission deadline, if the assignment was submitted on time. Once your assignments are marked you can view your grades on the course website by selecting **Grades** from the **Tools** dropdown menu on the navbar. Your course will remain open to you for seven days following the last day of the final exam period.

University of Guelph degree students can access their final grade by logging into [WebAdvisor](#) (using your U of G central ID). Open Learning program students should log in to the [OpenEd Student Portal](#) to view their final grade (using the same username and password you have been using for your courses).

https://webadvisor.uoguelph.ca/

https://courses.opened.uoguelph.ca/portal/logon.do?method=load

Rights and Responsibilities When Learning Online

For distance education (DE) courses, the course website is considered the classroom and the same protections, expectations, guidelines, and regulations used in face-to-face settings apply, plus other policies and considerations that come into play specifically because these courses are online.

For more information on your rights and responsibilities when learning in the online environment, visit [Rights and Responsibilities](#).

http://opened.uoguelph.ca/student-resources/rights-and-responsibilities

University Standard Statements

University of Guelph: Undergraduate Policies

As a student of the University of Guelph, it is important for you to understand your rights and responsibilities and the academic rules and regulations that you must abide by.

If you are a registered **University of Guelph Degree Student**, consult the [Undergraduate Calendar](#) for the rules, regulations, curricula, programs and fees for current and previous academic years.

If you are an **Open Learning Program Student**, consult the [Open Learning Program Calendar](#) for information about University of Guelph administrative policies, procedures and services.

https://www.uoguelph.ca/registrar/calendars/undergraduate/current/

http://opened.uoguelph.ca/student-resources/open-learning-program-calendar

Email Communication

University of Guelph Degree 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

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

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.

University of Guelph Degree Students

Consult the [Undergraduate Calendar](#) for information on regulations and procedures for Academic Consideration.

https://www.uoguelph.ca/registrar/calendars/undergraduate/current/c08/c08-ac.shtml

Open Learning Program Students

Please refer to the [Open Learning Program Calendar](#) for information on regulations and procedures for requesting Academic Consideration.

http://opened.uoguelph.ca/student-resources/open-learning-program-calendar

Drop Date

University of Guelph Degree Students

The last date to drop one-semester courses, without academic penalty, is indicated on the Schedule section of this course outline. Review the Undergraduate Calendar for regulations and procedures for Dropping Courses.

https://www.uoguelph.ca/registrar/calendars/undergraduate/current/c08/c08-drop.shtml

Open Learning Program Students

Please refer to the Open Learning Program Calendar.

http://opened.uoguelph.ca/student-resources/open-learning-program-calendar

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

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.

University of Guelph Degree Students

Students requiring service or accommodation, whether due to an identified, ongoing disability or a short-term disability should contact Accessibility Services as soon as possible.

For more information, contact Accessibility Services at 519-824-4120 ext. 56208, email Accessibility Services or visit the Accessibility Services website.

accessibility@uoguelph.ca

https://wellness.uoguelph.ca/accessibility/

Open Learning Program Students

If you are an Open Learning program student who requires academic accommodation, please contact the Academic Assistant to the Director. Please ensure that you contact us before the end of the first week of your course (every semester) in order to avoid any delays in support. Documentation from a health professional is required for all academic accommodations. Please note that all information provided will be held in confidence.

If you require textbooks produced in an alternate format (e.g., DAISY, Braille, large print or eText), please contact the Academic Assistant to the Director at least two months prior to the

course start date. If contact is not made within the suggested time frame, support may be delayed. It is recommended that you refer to the course outline before beginning your course in order to determine the required readings.

The provision of academic accommodation is a shared responsibility between OpenEd and the student requesting accommodation. It is recognized that academic accommodations are intended to "level the playing field" for students with disabilities.

jessica.martin@uoguelph.ca

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.

https://www.uoguelph.ca/registrar/calendars/undergraduate/current/c08/c08-amisconduct.shtml

Copyright Notice

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, review [Fair Dealing Guidance for Students](#).

http://www.lib.uoguelph.ca/sites/default/files/fair_dealing_policy_0.pdf

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.