

HTM*2030 – Control Systems
in the Hospitality Industry
F 2019
0.5 Credits

General Course Information

Instructor:	William C. Murray, PhD
<i>Email</i>	murrayw@uoguelph.ca
<i>Office Location</i>	MACS 205
<i>Office Hours</i>	Tuesdays, 10:30 am – 12 noon or by appointment
<i>Department/School</i>	Hospitality, Food & Tourism Management
Class Schedule:	Thursdays, 12:30 – 2:30 pm Seminar 1: Fridays, 9:30 – 11:20 am Seminar 2: Fridays, 12:30 – 2:20 pm
Pre-requisites:	4.0 credits
Classroom:	Lecture: MACS 209; Sem 1: MCKN 232; Sem 2: MCKN 227

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:

1. Discuss the importance of the cost control cycle including its effect on the operation's profitability (RFS, LO1, LO5)
2. Evaluate a restaurant's menu and its effect on various aspects of the organization (RFS, LO1, LO5)
3. Discuss, including reasons and effects, the methods and steps required to control (RFS, LO1, LO4):
 - Revenue
 - Food and beverage costs
 - Purchasing, receiving, storing, and issuing
 - Preparations and portions
 - Payroll expenses
 - Utilities and other miscellaneous expenses
 - Theft / fraud
4. 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.) (RFS, LO1)

Summary of Course Content and Materials

Assignment

There will be a large, individual assignment in this course which will ask you to demonstrate your practical knowledge and skills around food and beverage control issues. More detailed information will be provided in class.

Tests and Exams

There will be multiple tests in this course that will cover specific material only. There will be one final exam that is cumulative for the entire course. Exams can include textbook content, plus other materials from class lectures, seminars, discussions, and content/comments made by potential guest speakers.

Quizzes

Quizzes will be scheduled throughout the course only as PRACTICE MATERIAL; they are not associated with your course grade. Quizzes serve as a formative method of evaluation that provide you with feedback on how well you are taking in course material, specifically the concepts included in the textbook. Quizzes are very short, timed, and cover small segments of chapter readings.

Course Assessment

			Associated Learning Outcomes	Due Date/ location
Assessment 1:	15%	Food & beverage costing assignment	LO 2	<i>Week 10</i>
Assessment 2:	15%	Test 1	LO 1 – 4	<i>Week 4</i>
Assessment 3:	15%	Test 2	LO 1 – 4	<i>Week 9</i>
Assessment 4:	15%	Test 3	LO 1 – 4	<i>Week 12</i>
Assessment 5:	40%	Final exam	LO 1 – 4	<i>See exam schedule</i>
Total	100%			

Teaching and Learning Practices

Lectures & Seminars This course is delivered in a 2-hour lecture and 2-hour seminar format each week.

This is a highly practical course with material that can be immediately applied when working in the food industry. The skills you learn here are the cornerstone of basic management of any operation, be it in restaurants, institutional foodservice, consulting, and/or any industry that works with foodservice. I believe that you are here to take advantage of the opportunities to learn about controlling costs within the foodservice industry. This is your opportunity; as such, you must take an active role in that learning.

To be successful, it is your responsibility to attend lectures fully prepared to engage with the course content. This includes reading assignment material before class, attending lectures and seminars, taking notes on that course material and

information provided during lectures and seminars, completing assigned questions and work prior to seminar to the best of your ability (so that you can identify areas that might be unclear or challenging in seminar), and taking advantage of the opportunities to ask questions, provide examples, and/or participate in discussions. It is highly recommended that you read and make your own notes from the assigned textbook readings before lectures and add to these with relevant notes during lectures/seminars.

Part of taking an active role in your learning is preparing your own notes and resources throughout the course. As such, copies of course slides will not be provided, nor will detailed answers to chapter questions. Brief answers to chapter questions will be provided so that you may check your work in progress, while more detailed explanations of selected material will be covered in seminar. It is highly recommended that you read and make your own notes from the assigned readings before lectures and add to these with relevant notes during lectures/seminars. This is all part of your learning process. In turn, I will strive to make the material approachable, relatable, and relevant, connecting the ideas of hotel management with current industry issues and practices.

Important information about the course, including announcements, changes in our scheduled work, and discussion about assignments/tests/exams all occur within lectures and seminars. Should you be unable to attend a lecture or seminar, you should first attempt to contact others in the class to see what you had missed.

Office hours are available in this course for you to come and ask questions or seek feedback. Meetings outside of formal office hours can be made with sufficient notice.

Course Resources

Required Text:

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.

Calculators (very important)

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. These can be purchased at the bookstore for \$5-10. Calculators should NOT have the capacity to hold information / formulas in memory and may be disallowed by the instructor for student use during tests and exams.

Course Policies

Grading Policies

Unless you have discussed an extension well ahead of the due date with the instructor, late penalties of 10% of the total grade earned per day (including weekends) will be assigned to any assessment (i.e. deducted from the total mark). Extensions will only be granted on the basis of valid medical or personal reasons and need to be requested via email to the instructor as soon as possible. Late assignments will not be accepted once graded assignments have been returned officially to the class at large, unless circumstances permit, and alternative arrangements have 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, program counselor or other academic counselor as appropriate.

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

Missed Assignments:

A grade of zero will be assigned if you fail to submit an assignment, unless you are ill or have other compassionate reasons. Please read your Undergraduate Calendar for the regulations regarding illness and compassionate grounds. Please note, vacation travel, moving to a new house, or outside work commitments will not be accepted as valid reasons for missing deadlines.

If you have religious observances which conflict with the course schedule or if you are registered with Student Accessibility Services, please contact the course instructor in order to make arrangements for your assessment if appropriate.

Laptops and other electronic devices

The most powerful way to absorb new information is by writing it down; this is the recommended method of taking notes in class. While you are permitted to use computers in the class, please do so only for note-taking purposes. The use of personal electronic devices in spaces such as a lecture hall can be intrusive and disturbing to others in the learning environment. 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 attempt to maintain a focused learning environment and is of course good practice for when you enter the work force.

Cellphones or ANY other electronic devices (or non-electronic aids of any sort) will not be allowed in any exam. Any student caught using and/or having such a device or material on their person in the exam room without express prior written consent from the instructor will be referred immediately to the Associate Dean (Academic) for academic misconduct.

Email

Contacting myself or our teaching assistant with questions, information, or to book an appointment is best done through email. I strive to respond to all properly formatted student emails with 24 hours during the working week (Mon-Fri) and regular working hours. It is expected that you will practice proper email etiquette in your communications, including.

- Identifying the course code as part of the subject line in your email (HTM 2030)
- Properly addressing the recipient (i.e. 'Hello Professor Murray' or 'Dear Xiaoyan')
- Writing your message in full sentences, avoiding the use of text messaging short forms or emoji
- Ending your email with a clear signature line, including your name and student number

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.

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:

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

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 Student Accessibility Services as soon as possible.

For more information, contact SAS at 519-824-4120 ext. 56208 or email sas@uoguelph.ca or see the website: <https://wellness.uoguelph.ca/accessibility/>

Course Evaluation Information

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

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.

Drop date

The last date to drop one-semester courses, without academic penalty, is November 27, 2019. For regulations and procedures for Dropping Courses, see the Academic Calendar:

<https://www.uoguelph.ca/registrar/calendars/graduate/current/>

Date Submitted to Chair:	August 29, 2019
Chair Signature (Approval):	
Date Approved by Chair:	

Tentative Course Schedule

	DAY	DATE	CONTENT & TOPICS	
1	Thurs	Sep 5	Course introduction and outline review Ch 1: Cost and Sales Concepts	
	Fri	Sep 6	Ch 1 Questions	
2	Thurs	Sep 12	Ch 2: The Control Process	
	Fri	Sep 13	Ch 2: Questions	
3	Thurs	Sep 19	Ch 3: Cost / Volume / Profit	
	Fri	Sep 20	Ch 3: Questions	
4	Thurs	Sep 26	Ch 4: Food Purchasing & Receiving Ch 5: Food Storing & Issuing Ch 4 & 5: Questions	
	Fri	Sep 27	IN SEMINAR TEST: Chapters 1-3	
5	Thurs	Oct 3	Ch 6: Food Production Control - Portions	
	Fri	Oct 4	Ch 6: Questions	
6	Thurs	Oct 10	Ch 7: Food Production Control – Quantities	
	Fri	Oct 11	Ch 7: Questions One-hour COSTING WORKSHOP	
8	Thurs	Oct 17	Monitoring Foodservice Operations Ch 8: Monthly Inventory & Food Costs Ch 9: Daily Inventory & Food Costs Ch 10: Actual vs Standard Food Costs	
	Fri	Oct 18	Ch 8 & 10: Questions	
9	Thurs	Oct 24	Ch 11: Menu Engineering Ch 11: Questions	
	Fri	Oct 25	IN SEMINAR TEST: Chapters 4-10	
10	Thurs	Oct 31	Ch 13 & 14: Beverage Purchase, Receiving, Storing & Issuing Ch 13 & 14: Questions	
	Fri	Nov 1	Ch 15 & 16: Beverage Production Control & Monitoring Ch 15 & 16: Questions	
11	Thurs	Nov 7	Ch 12 / 17: Food & Beverage Sales Control	
	Fri	Nov 8	Ch 12 & 17 Questions Ch 18: Labour Cost Considerations & Questions	
12	Thurs	Nov 14	Ch 19: Establishing Performance Standards One-hour SCHEDULING EXERCISE	

	Fri	Nov 15	IN SEMINAR TEST: Chapters 11-17	
13	Thurs	Nov 21	Ch 20: Training Staff Ch 21: Monitoring Performance & Taking Corrective Actions	
	Fri	Nov 22	Ch 20 & 21 Questions Course summation and review Course evaluations	
FINAL EXAM: December 12, 2019 @ 11:30 am for 2 hours				