



COLLEGE of BUSINESS AND ECONOMICS

SCHOOL OF HOSPITALITY, FOOD
AND TOURISM MANAGEMENT

HTM*2230 Control Systems in the Hospitality Industry Winter Semester 2019

General Course Information

Instructor:	William C. Murray, Ph.D.
Email:	murrayw@uoguelph.ca
Office Location:	MACS 205
Phone:	519-824-4120 x 52786
Office Hours:	Mondays & Wednesdays, 11 am – 12 noon, or by appointment
Class Schedule:	<i>Lecture</i> : Wednesdays, 12:30 – 2:20 pm, JTP 205 <i>Seminar Section 1</i> : Fridays, 9:30 – 11:20 am, MCKN 227 <i>Seminar Section 2</i> : Fridays, 11:30 am – 1:20 pm, MCKN 228
Teaching Assistant:	Xiaoyan Yang xyang26@uoguelph.ca
Prerequisite:	4.0 credits
Final Exam:	Monday, April 8, 2019, 11:30 am (Location TBA)

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

Course Objectives

Upon successful completion of the course, the student should be able to:

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)

Course Function

The goal of this course is to instill a respect for the importance of managing costs in a successful food service operation. We will explore the details of cost controls, including purchasing, storing, and issuing products correctly, planning and forecasting, proper production and portioning, monitoring consistent production and preventing loss through waste and theft. You will leave this course with skills in hospitality math that can be immediately applied to work in the food service field and future coursework. We spend a great deal of time both 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 being prepared to interact in class.

Course Assessment

Exams

There will be three exams in this course: two in-class midterm exams and one final exam. Exam content will include reading assignments, class lectures, seminars, and discussions, as well as any content/comments made by guest speakers.

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 taking in course material, specifically the concepts included in the textbook. Quizzes are very short, timed, and cover small segments of chapter readings.

Assignment

There will be two small individual assignment in this course designed for you to demonstrate some practical knowledge and skills on cost control issues. More detailed information will be provided in class

Assessment	Weight	Description	Due Date	Location
1	10%	Assignment(s)	See schedule	In Class/Online
2	10%	Quizzes	Ongoing	In Class/Online
3	40%	Midterm exams (2)	See schedule	In Class
4	40%	Final exam	TBA	On Campus
Total	100%			

Grading Breakdown

A+	90-100%	A	85-89%	A-	80-84%
B+	77-79%	B	73-76%	B-	70-72%
C+	67-69%	C	63-66%	C-	60-62%
D+	57-59%	D	53-56%	D-	50-52%
F	0-49%				

Letter grades will be assigned based on the total points earned.

<https://www.uoguelph.ca/registrar/calendars/undergraduate/2015-2016/c08/c08-grds.shtml>

Course Resources

Textbooks and/or Additional Resources

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 assigned throughout the course will be provided through CourseLink

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.

Philosophy and Expectations

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, it is your responsibility to contact others in the class to see what you had missed.

Course Information and Guidelines

Exams

Midterm exams will be held during the seminar sections of this course. The final exam is scheduled during the end-of-term formal exam period. Absence from any exam must be properly documented and follow university guidelines to avoid a grade of zero. For most issues, documentation from medical services, counselling services or the Dean's office (for medical or compassionate reasons) is required. Vacation travel or outside work commitments, among other reasons, will typically not be accepted to miss an exam. A grade of zero will be assigned if you miss an exam without proper documentation. Please read your Undergraduate Calendar for the regulations. 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

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.

Cell-phones 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.

Recording / capturing course content

Electronic recording of class material, including videos, photographs, or audio recordings, is strictly forbidden without prior consent from the instructor. When recordings are permitted, they are solely for the use of the authorized student and may not be reproduced or shared without the written consent of the instructor.

Grading Policies

Assignment due dates and times will be clearly communicated. Unless you have received an extension prior to the due date, late penalties 10% per day will be incurred, removed from your earned assignment mark. Extensions may be granted based on valid medical (doctor's note) or personal reasons (note from Counselling Services), 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 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>

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 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 8, 2019**. For regulations and procedures for Dropping Courses, see the Academic Calendar: <https://www.uoguelph.ca/registrar/calendars/undergraduate/2018-2019/c03/index.shtml>

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 (Mon to Fri).

Important University Dates

The schedule of important university dates can be found at: <https://www.uoguelph.ca/registrar/calendars/undergraduate/2018-2019/c03/index.shtml>

Tentative Course Schedule

	DAY	DATE	CONTENT & TOPICS	
1	Wed	Jan 9	Course introduction and outline review Ch 1: Cost and Sales Concepts	
	Fri	Jan 11	Ch 1 Questions	
2	Wed	Jan 16	Ch 2: The Control Process Ch 3: Cost / Volume / Profit	
	Fri	Jan 18	Ch 2 & 3 Questions	
3	Wed	Jan 23	Ch 4: Food Purchasing & Receiving Ch 5: Food Storing & Issuing	
	Fri	Jan 25	Ch 4 & 5 Questions	
4	Wed	Jan 30	Ch 6: Food Production Control - Portions	
	Fri	Feb 1	Ch 6 Questions	
5	Wed	Feb 6	Ch 7: Food Production Control – Quantities	
	Fri	Feb 8	Ch 7 Questions PLUS costing assignment	Recipe Costing Assignment (In Class)

6	Wed	Feb 13	Ch 8: Monitoring Foodservice Operations – Monthly Inventory & Food Costs Ch 9: Monitoring Foodservice Operations – Daily Inventory & Food Costs	
	Fri	Feb 15		Midterm
7	Wed	Feb 20	NO CLASS	
	Fri	Feb 22	NO CLASS	
8	Wed	Feb 27	Ch 10: Monitoring Foodservice Operations – Actual vs Standard Food Costs Ch 11: Menu Engineering	
	Fri	Mar 1	Ch 8 – 11 Questions	
9	Wed	Mar 6	Ch 12 / 17: Food & Beverage Sales Control	
	Fri	Mar 8	Ch 12 & 17 Questions	
10	Wed	Mar 13	Ch 13 & 14: Beverage Purchase, Receiving, Storing & Issuing <i>Guest Speaker: Johanne Belanger</i>	
	Fri	Mar 15		Midterm
11	Wed	Mar 20	Ch 15 & 16: Beverage Production Control & Monitoring	
	Fri	Mar 22	Ch 13-17 Questions	Controls Case (via CourseLink)
12	Wed	Mar 27	Ch 18: Labour Cost Considerations Ch 19: Establishing Performance Standards	
	Fri	Mar 29	Ch 18 & 19 Questions	<i>Scheduling Worksheet</i>
13	Wed	Apr 3	Ch 20: Training Staff Ch 21: Monitoring Performance & Taking Corrective Actions	
	Fri	Apr 5	Ch 20 & 21 Questions Course summation and review Course evaluations	
FINAL EXAM: APRIL 8, 2019 11:30 am – Location TBA				