

HTM\*2030  
Control Systems in the Hospitality Industry  
Fall Semester 2021  
0.5 Credits

**General Course Information**

<b>Instructor</b>	William C. Murray, PhD
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<b>Office Location</b>	MACS 205
<b>Office Hours</b>	TBD
<b>Department/School</b>	School of Hospitality, Food & Tourism Management (HFTM)

<b>Class Schedule</b>	Lectures: Remote / Asynchronous Seminars: Thursdays 11:30 am – 12:20 pm
<b>Pre-requisites</b>	4.0 credits
<b>Classroom</b>	CourseLink; Microsoft Teams
<b>Final Exam</b>	TBD

**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

### Quizzes

There will be a series of short quizzes throughout the course arranged in CourseLink and open for a limited period of time for you test your knowledge.

### Worksheets / Assignments

There will be a selection of short worksheets and assignments throughout the course that you will need to submit. These are designed for you to apply some of the skills and knowledge from course content.

### Tests and Exams

There will be two large tests during the course and one final exam. Tests and exams can include textbook content, plus any other materials covered within the course lectures, seminars, discussions, and content/comments made by potential guest speakers.

## Course Assessment

Quizzes		10%
Assignment		15%
Midterm 1		25%
Midterm 2		25%
Final Exam		25%
<b>Total</b>		<b>100%</b>

## Teaching and Learning Practices

### Lectures & Seminars

This course will be delivered in a remote format in the Winter of 2021. The content of this course is a mixture of knowledge concepts and applied skills, so I am striving to provide you with content in a variety of formats. Lecture materials will be shared through a series of audio podcasts and associated slide decks; you can review these separately or in combination with each other. These are designed to flow with the required readings from the course textbook as well – a critical resource for this course. Applied content will be shared through recorded video content, focusing on process questions drawn from the textbook resource and other questions as they arise.

We will also have a weekly 'live' seminar that will focus on key information and questions from you received prior to and/or during the session. I am approaching these as weekly check-ins, a combination of a seminar and office hours, where you can ask questions and we have an opportunity to connect. Questions can be sent in prior to the scheduled meeting (via discussion boards in CourseLink), as well as during the live session, and I will strive to engage with as many as I can during our time together. Any weekly questions not addressed during the scheduled seminar (due to time limits because of the number of questions or the need to provide a richer and more in-depth reply) will be captured in a weekly wrap-up video. As this is a unique approach, there will likely be some fluidity over the course as well hone in on the best ways to interact. Additionally, there might be some ad-hoc 'live' sessions based on student need, interest, and engagement.

### Active Learning

This is a highly practical course with material that can be immediately applied when working in the foodservice 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 fully engage with the course content. This includes reading assignment material before class, listening to lectures, attending seminars, participating in discussion forums, taking notes on course material, completing weekly assigned tasks and questions to the best of your ability (so that you can identify areas of strength and topics that might be more challenging in a timely manner), as well as taking advantage of the opportunities to ask questions, provide examples, and/or engage with the course.

All course information will be housed in our site on CourseLink. Content, assignments, tests, and announcements will all be kept here, so it will be important for you to check regularly. Discussion boards will be set up for weekly questions and ongoing frequently asked questions.

### Course Resources

#### Required Text:

Dittmer, P., Keefe, J., Hoyer, G., & Foster, T. (2010). Principles of Food, Beverage and Labour Cost Controls. 2nd Canadian Edition, John Wiley & Sons Canada, Ltd.

- Books are available through the university bookstore (<https://bookstore.uoguelph.ca/>), the coop bookstore (<https://www.bookstore.coop/>), or other external sources.

#### Calculators (very important)

You will need a basic 4-function calculator (addition, subtraction, multiplication and division) for this course. ***This is the only calculator-tool that you will be allowed to use during online testing and you will need to show during your environmental verification.*** Scientific calculators with the ability to record and store formulas, cell phones, or any other computer products are not approved for testing in this course.



### Course Policies

#### Grading Policies

Unless arrangements have been made with your instructor, late penalties will be applied at 10% of the total grade earned per day (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 to the class at large unless circumstances permit and alternative arrangements have been made.

Students who find themselves unable to meet course requirements due to medical or personal reasons should review the regulations on academic consideration in the Academic Calendar. It is recommended that they discuss their situation with their instructor, program counselor or other academic counselor as appropriate as early as possible.

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

**Exams:**

Midterm exams will be scheduled outside of class time on the Friday morning of the relevant week (schedule to be provided). The final exam will be scheduled during the end-of-term formal exam period. All exams are designed to be completed with 120 minutes unless alternate arrangements are indicated through SAS.

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.

All exams will use Respondus Lockdown browser within CourseLink. A video of what to expect during the pre-exam period and how to conduct a proper environmental check will be provided. A practice test will be available so that you can test your computer system and understand what will be asked of you prior to the exam. It is your responsibility to watch all resources and complete this practice test BEFORE attempting your first midterm.

Failure to complete an adequate environmental test will invalidate your exam outcome. This will be discussed in great detail in class and expectations will be made quite clear; as long as you attend class and review this information, you will possess the understanding of how to complete this easily and cleanly.

**Missed Assignments:**

A grade of zero will be noted for assignments not submitted, barring extenuating circumstances. Please read your Undergraduate Calendar for the regulations regarding illness and compassionate grounds. Please note, vacation travel, moving to a new house, outside work commitments, etc... 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**

Cell phones or ANY other electronic devices (or non-electronic aids of any sort) will not be allowed in the environment during testing and exams. Any student found using and/or having such a device or material in the open 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**

I strive to respond to all properly formatted student emails with 24 hours during the working week (Mon-Fri) and regular working hours. Please practice proper email etiquette in your communications. 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 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](mailto:sas@uoguelph.ca) or see the website:

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

### **Equity, Diversity, and Inclusion Statement**

At the Lang School of Business and Economics, we are committed to developing leaders with a social conscience, an environmental sensibility, and a commitment to their communities. A core tenet within this vision is that diversity is a strength with which we can experience greater connection and understanding.

As such, we affirm the importance and shared responsibility of our students, faculty, and staff creating and promoting equity and inclusion within our learning spaces. Creating these kinds of learning cultures is a process, not a destination; it requires ongoing willingness on the part of each person to thoughtfully and critically listen, unlearn, learn, and engage as they are exposed to a multitude of perspectives and lived experiences. We encourage dialogues between students and instructors to address and advance opportunities for fostering greater diversity and inclusion in the learning environment. Openness to conversations with each other enables us to reflect and grow as we learn from one another respectfully and holistically.

As a department that is training the professionals of the future, we expect our learning spaces to abide by all institutional policies and guidelines, in particular those outlined by the Office of Diversity and Human Rights and the [University of Guelph Human Rights Policy](#). Discrimination and harassment, as defined by our policies, will not be tolerated. Individuals should inform the appropriate party as per University policies if they experience any such behaviours.

### **Course Evaluation Information**

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

### **Recording of Materials**

Recording and shared content in this course is provided for the sole use of authorized student and may not be reproduced or shared without the written consent of the instructor.

### **Important University Dates**

The schedule of important university dates can be found at:

<https://www.uoguelph.ca/registrar/calendars/undergraduate/current/c03/c03-wintersem.shtml>



<b>Date Submitted to Chair:</b>	
<b>Chair Signature (Approval):</b>	
<b>Date Approved by Chair:</b>	