

HTM*2030

Control Systems in the Hospitality Industry
Winter Semester 2022 – 0.5 Credits

General Course Information

Instructor	William C. Murray, PhD
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Phone	519-824-4120 x 52786
Office Location	MACS 205
Office Hours	TBD
Department/School	School of Hospitality, Food & Tourism Management (HFTM)

Class Schedule Lectures & Core Content to be delivered remotely (asynchronous)
Seminar & Working Content scheduled in person* (live, weekly)

Section 01: Fridays from 9:30 am – 11:20 am in MAC 218

Section 02: Fridays from 11:30 am – 1:20 pm in MACS 121

*The delivery of this course will follow the directives and guidelines determined by the University of Guelph. The UofG COVID-19 vaccination policy will be in effect until at least September 2022. Should the University impose restrictions on in-person class gatherings, we will immediately pivot to live, online seminars using MS Teams during the scheduled times for each section. All changes will be shared with students (by email and on CourseLink) regarding any alterations in delivery modality as they occur.

Pre-requisites	4.0 credits
Classroom	CourseLink; Microsoft Teams (or alternative if required)
Final Exam	TBA (2 hours)

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 time period for you test your incremental knowledge. These will cover approximately 2 chapters (or so) of relevant content and a schedule of dates / content will be provided.

Assignment

There will be a series of small assignments throughout the course that will provide students the opportunity to put their knowledge into practice and demonstrate practical skills.

Tests and Exams

There will be three tests during the course (two midterms and a final exam). These will be non-cumulative evaluations of course material; specific textbook content, course lectures, seminar activities, discussions, or other content will be provided the schedule of events.

Course Assessment:

Testing		
Quizzes	Dates included in the Schedule of Content & Activities W2022	10%
Mid-Course Test 1 (during scheduled seminar)	Feb 11/22 in class (tentative)	20%
Mid-Course Test 2 (during scheduled seminar)	Mar 18/22 in class (tentative)	20%
Final Exam	Apr 23/22 @ 8:30 am	20%
Assignments		
<ul style="list-style-type: none"> • Food costing • Beverage costing • Revenue / customer relationships • Labour management 	Dates included in the Schedule of Content & Activities W2022	30%
Total		100%

Teaching and Learning Practices

Lectures & Seminars

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 practical applications. Seminars will be interactive; therefore, it is important to arrive prepared. I will also invite questions about areas of challenge, ask you to complete new questions grounded in weekly homework, and will provide time to simply connect with each other. Questions can be sent in prior to the scheduled meeting (via discussion boards in CourseLink), as well as during the live session. I will strive to engage with as many as I can during our time together.

Engaging with your readings, the available content, and applied questions will require weekly planning. Weekly seminars are a period that we can discuss a few key learning areas, as well as questions from you that have arisen about the weekly materials. It is critical that you keep up with the ongoing work – a great deal of the material builds on earlier concepts, so it is fairly easy to get confused should you fall significantly behind.

Course Guidelines Around COVID

As stated above, all core course material will be provided and available via CourseLink. Seminars are scheduled in both live. At the time of scheduling, seminars are planned for in-person delivery. However, due to the fluidity of pandemic conditions and based on guidelines from the University of Guelph, our live in-person seminars may pivot to live REMOTE seminars through MS Teams.

As you know, we all have a role to play in protecting our community and reducing the spread of COVID. As such, all students attending in-person classes must:

- Follow the University of Guelph's vaccine policy,
- Have submitted proof of vaccination to the University, and
- Wear a face covering when inside buildings or when appropriate physical distancing cannot be maintained, including inside classrooms, all buildings, and other public spaces

COVID Information for Students:

<https://www.uoguelph.ca/covid19/covid-info-for-students>

UofG Wellness Centre:

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

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 based on 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>

Tests and Exams:

Midterm tests will be scheduled DURING your seminar period and align with your section. Midterm tests will be in-person unless health-related circumstances alter the University of Guelph guidelines. Details of delivery and content will be made well in advance during seminar. 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.

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 to plan 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 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 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://calendar.uoguelph.ca/undergraduate-calendar/schedule-dates/>

The last date to drop one-semester courses, without academic penalty, is April 8, 2022. For regulations and procedures for Dropping Courses, see the Academic Calendar:

<https://calendar.uoguelph.ca/undergraduate-calendar/>

Disclaimer

Please note that the ongoing COVID-19 pandemic may necessitate a revision of the format of course offerings, changes in classroom protocols, and academic schedules. Any such changes will be announced via CourseLink and/or class email. This includes on-campus scheduling during the semester, midterms, and final examination schedules. All University-wide decisions will be posted on the COVID-19 website (<https://news.uoguelph.ca/2019-novel-coronavirus-information/>) and circulated by email.

Illness

Medical notes will not normally be required for singular instances of academic consideration, although students may be required to provide supporting documentation for multiple missed assessments or when involving a large part of a course (e.g., final exam or major assignment).

For information on current safety protocols, follow these links: <https://news.uoguelph.ca/return-to-campuses/how-u-of-g-is-preparing-for-your-safe-return/>
<https://news.uoguelph.ca/return-to-campuses/spaces/#ClassroomSpaces>. Please note, these guidelines may be updated as required in response to evolving University, Public Health, or government directives.

Date Submitted to Chair:	
Chair Signature (Approval):	<i>S. Elliot</i>
Date Approved by Chair:	Jan 6/22