

**HTM\*2030**  
**Control Systems in the Hospitality Industry**  
**Winter Semester 2023**  
**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>	By request (in person and/or virtual)
<b>Department/School</b>	School of Hospitality, Food & Tourism Management (HFTM)
<b>Class Schedule</b>	Lectures: Mon @ 12:30 pm – 2:20 pm in MACS 121 Seminars: Wed @ 12:30 pm – 2:20 pm in MCKN 120
<b>Pre-requisites</b>	4.0 credits
<b>Final Exam</b>	TUES April 18, 2023 @ 7:00 pm (2 hours) – Location 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 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 for you assess your incremental knowledge. These will cover approximately two chapters (or so) of relevant content. A schedule of dates / content will follow.

## Assignment

There will be a multi-stage food costing assignment in this course. This assignment will allow you to put into practice the skills behind creating a focused menu, from conceptualization and target audience to fully costing recipes and calculating prices for a cohesive menu package. Details and project parameters will be shared by your instructor in a separate document during the course.

## Tests and Exams

There will be two 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. Midterm tests will focus on specific course content and chapters; the final exam will be cumulative and cover all course material.

### Course Assessment: (Schedule provided in CourseLink)

Quizzes	10%	Weekly (scheduled on CourseLink)
Assignment	20%	Details to follow
Test 1	20%	Feb 8, 2023 (tent)
Test 2	20%	Mar 15, 2023 (tent)
Final Test	30%	Apr 18, 2023 (7:00 pm)
Total	<b>100%</b>	

### Teaching and Learning Practices

#### Lectures & Seminars

The content of this course is a mixture of knowledge, concepts, and applied skills. It is important to know that the “applied skills” area is probably the most important aspect. We will focus heavily on these weekly and it will make up a strong portion of your course assessments. In this course, you will need to show that you can DO THINGS that you have learnt in this course. This could include (but not limited to) completing calculations, explaining concepts and processes, and justify operational management decisions.

The content in the course follows a pattern whereby concepts build incrementally on each other. We will move from the macro level (e.g., financial statements, budgeting) to the micro level (purchasing inventory, calculating food costs, monitoring human behaviours), switching back and forth when necessary so you can see both small technique and understand how they fit into larger contexts.

Lectures each week will present control system concepts and processes. They will follow and augment assigned weekly reading and topics; all content from readings and lectures will be relevant on semester tests. The textbook is a critical and required resource for our class. You will gain the most benefit from lectures if you have already read the assignment materials before class, taken some notes, and identified any areas that require clarification. If you prepare like this, lectures then expand on text reading and richness to the control systems at hand. Your notes from lecture can fill in the gaps in your reading or add clarity to what you have already written down.

Weekly seminars address more practical aspects of the topics. During this time, we will review some of the questions assigned for completion each week. These seminars will also provide an opportunity to further discuss practical applications of the course material. Additional worksheets and applied questions will be provided during most seminars; these are designed to hone your skills and surface areas for clarification on a weekly basis. Please note that just reading about a concept or seeing someone else do it will not increase your practical skills; to learn this material, it is imperative that

you complete as many exercises as possible on a week-by-week basis. Your greatest value from seminars will come if you have already attempted the assigned questions. It is expected that you will find some areas that need clarification – when you share these areas, it is amazing and just a natural part of your learning journey. Feel free to tell me about these areas at the beginning of seminar and I will work to put some extra attention on these areas.

### **Course Communications**

This is an important section. As a post-secondary student, you are responsible for your own learning activities, while I am responsible to communicate information about the course and context to you.

General course information, such as this course outline, will get posted to our online learning management system, as will assignments and other documents. However, we have 4 hours a week together in class – and I do use our time together to share additional information, talk about assignments and tests, etc. I also will distribute worksheets during seminar periods that focus on key problems and learning examples that I wish to work on during that 2-hour block of time. Talking about and sharing information during scheduled class time is fair and legitimate mode of class communication.

If you have missed a lecture or seminar, for whatever reason, and are framing an email to myself or my teaching assignment that asks, “Did I miss anything?”, the answer will be “Yes”. So, I would suggest that during the first week of the course, you introduce yourself to a few classmates and share your contact information. Forming a ‘team’ of peers will help you get to know others and create a quick network of factfinders in case anyone misses bits throughout the term.

Of course, you are always welcomed to connect with me and our TA. The above advice is to encourage you to take steps with your peers and be selective in who you ask which questions to.

### **Guidelines Around COVID**

Ongoing health situations remain fluid. The University of Guelph sets the protocols and guidelines that must be followed by staff, students, faculty, and visitors. Please be sure that you have reviewed all information relating to COVID protocols and any other health-related restrictions for face-to-face interaction in class and on campus. Any changes made by the University once the course has started will be also shared through our CourseLink announcements and email.

Please remember that we are community members within the class and on campus. If you are experiencing symptoms of illness, it is always best to remain at home and connect with your peer team (see above section!) about missed content.

A couple of quick links:

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 within our normal class schedule (dates to be posted). The final exam will be scheduled during the end-of-term formal exam period. Tests and 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.

Failure to complete an adequate environmental test will invalidate your exam outcome. This will be discussed in detail in class and expectations will be made quite clear; if 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 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. It is good practice to include our course code in your subject line. 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](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://calendar.uoguelph.ca/undergraduate-calendar/schedule-dates/>

### Drop date

The last date to drop one-semester courses, without academic penalty, is **April 10, 2023**. For regulations and procedures for Dropping Courses, see the Academic Calendar:

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

Date Submitted to Chair:	
Chair Signature (Approval):	
Date Approved by Chair:	Jan 5, 2023