



HTM*4110 Advanced
Restaurant Operations
Winter 2021
0.5 Credits

General Course Information

Instructors: Simon Day & Mark Holmes
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Office Location 105 MACS Building & 305 MACS Building
Office Hours by appointment
Department/School School of Hospitality, Food and Tourism Management

Class Schedule: Online Instruction

Pre-requisites: HTM*3090

Restrictions: none

Course Description

The course looks to capitalize on students learning of restaurant operations, food and beverage cost control, revenue management, and culinary methods, to have them plan a fine dining restaurant/event. Students will be required to develop a fine dining event concept, along with associated menu, marketing plan, budget, and food and wine pairing. Beyond planning for the event, students will undertake an analysis of the events hypothetical success drawing on financial metrics. Emphasis in this course is placed upon creativity and authenticity in event development.

Course Learning Outcomes

Upon successfully completing this course, you will have the discipline/professional and transferable skills to:

1. Create and design a restaurant meal service event.
2. Design and implement a marketing plan for a foodservice environment.
3. Compose and calculate a pricing strategy for a foodservice event.
4. Create an 'environmentally sustainable' foodservice event.
5. Formulate customer level forecasts for a foodservice event.
6. Formulate and complete the food and beverage costing for a foodservice event.

7. Explain and apply a triple bottom line approach to costing of menu items in a foodservice establishment.
8. Demonstrate an understanding of, and formulate, labour costs for a foodservice event.
9. Develop and implement work design assignments for a foodservice event.
10. Establish service standards for a foodservice event.
11. Design and implement metrics to evaluate the execution of a foodservice event.
12. Design an 'actual versus theoretical costing model' for a foodservice event.
13. Complete and evaluate a financial review of a foodservice event.
14. Explain and apply the concept of RevPASH to a foodservice event.
15. Work effectively as part of a team to design and plan a hypothetical fine dining event.

Summary of Course Content and Materials

Given the different tasks that comprise this course, the types of learning and assessment have been colour coded for ease of use. The colour system used is presented below.

Type of Assessment or Learning Style	
	Watch Lecture
	Attend Workshop
	Submit Assessment
	Meet with Instructor Day
	Work Independently in Groups

Class Breakdown

Week	Method of Instruction/Learning	Topics Covered or Assessment Due
Week 1 January 11, 2021	Attend Workshop	<ul style="list-style-type: none"> • Introduction • Review Course Outline • Discuss Assignments • Menu Development
Week 2 January 18, 2021	Watch Asynchronous Lecture	<ul style="list-style-type: none"> • Restaurant Marketing • Purchasing • Sourcing and Sustainability
	Attend Workshop	<ul style="list-style-type: none"> • Preparing Purchasing Orders
Week 3 January 25, 2021	Attend Meetings	Each Group Meets with Instructor Day to Discuss Menu and Recipes
	Submit Assessment	Assignment 1 – Event Idea and Menu

Week 4 February 1, 2021	Attend Workshop	<ul style="list-style-type: none"> Service Standards and Excellence (Guest Lecture - McAdams)
	Attend Meetings	Each Group Meets with Instructor Day to Discuss Recipes
	Submit Assessment	Assessment 2 – Marketing Material
Week 5 February 8, 2021	Watch Asynchronous Lecture	<ul style="list-style-type: none"> Work Design (Holmes)
	Attend Meetings	<ul style="list-style-type: none"> Each Group Meets with Instructor Day to Discuss Purchase Order Teams Receive Hypothetical Receiving Numbers Teams Receive Hypothetical Sales Data
	Submit Assessment	Assignment 3 – Standardized Recipes and Event Purchase Order
February 15, 2021	No Class - Reading Week	
Week 6 February 22, 2021	Work Independently in Your Teams	Teams to Develop Service Standards and Job Descriptions for Every Position Needed to Run Their Event
	Submit Assessments	Assignment 4 – Service Standards and Job Descriptions
Week 7 March 1, 2021	Work Independently in Your Teams	Teams to Cook and Take Picture(s) of their First Two Courses and Prepare Their Formatted Recipes.
	Submit Assessment	Assignment 5 – Teams to Post Picture(s) of Them Cooking Their First Two Courses, and of the Final Product, Submitting This Along with Formatted Recipes.
Week 8 March 8, 2021	Watch Lecture (Holmes)	<ul style="list-style-type: none"> Cost Control Budgeting/Forecasting
	Attend Workshop	<ul style="list-style-type: none"> Applying Cost Control and Budgeting/Forecasting
Week 9 March 15, 2021	Watch Lecture	<ul style="list-style-type: none"> Productivity Analysis
	Attend Workshop	<ul style="list-style-type: none"> Apply Productivity Analysis
	Submit Assessment	Assignment 6 – Budget for Event
Week 10 March 22, 2021	Work Independently in Your Teams	Teams to Cook and Take Picture(s) of their Last Two Courses and Prepare Their Formatted Recipes.
	Submit Assessment	Assignment 7 – Teams to Post Picture(s) of Them Cooking Their Last Two Courses, and of the Final Product, Submitting This Along with Formatted Recipes.
Week 11 March 29, 2021	Work Independently in Your Teams	Work in Your Teams to Prepare a Productivity Analysis and Budget to Actual.
Week 12 April 5, 2021	Submit Assessment	Assignment 8 – Budget to Actual.

Course Assessment

Assessment	%	Topic	Due Date	Outcomes
Assessment 1	10%	Event Idea and Menu	Week 3	1, 4
Assessment 2	10%	Marketing Materials	Week 2	1, 2
Assignment 3	10%	Standardized Recipes and Event Purchase Order	Week 5	1
Assignment 4	10%	Service Standards and Job Descriptions	Week 6	1, 9, 10
Assignment 5	10%	Teams Cook and Post Picture(s) of First Two Courses with Formatted Recipes	Week 7	1, 2
Assignment 6	10%	Event Hypothetical Budget	Week 9	1, 3, 5, 6, 7, 8
Assignment 7	10%	Teams Cook and Post Picture(s) of Last Two Courses with Formatted Recipes	Week 10	1, 2
Assignment 8	20%	Budget to Actual	Week 12	1, 3, 6, 7, 8, 11, 12, 13, 14
Teamwork	10%	Team Assessments	Simon	15

Total **100%**

Assessment	Description
Assignment 1: Event Idea and Menu	Students are to think up a theme for a fine dining event. For this assignment, students will not only indicate what the theme is, but also why the theme was chosen and how they will ensure that this theme flows through their event. Discussion of how the event sought to integrate the triple bottom line approach will also be included. Using their chosen theme, students will develop a menu in consultation with Professor Day.
Assignment 2: Event Marketing Materials	Drawing on the 11 p's of marketing, students will discuss how the theme they identified in assessment 1 will be marketed and to whom. Students will include the marketing materials that will be used to market the event, including but not limited to a post for PJs website.
Assignment 3: Standardized Recipes and Event Purchase Order	Completed standardized recipes and a purchase order based on the finalized menu is required to be submitted. Well-thought-out PO provided that outlines the volume of every ingredient required (with consideration for cooking and trim loss) along with the equipment and utensils needed.
Assignment 4: Service Standards and Job Descriptions	Drawing on workshop, class materials, and external research, students will develop the service standards that will be used for their fine dining event. Teams will also provide job descriptions for all positions that will be needed to run their event.

Assignment 5: Teams Cook and Post Picture(s) of First Two Courses with Formatted Recipes	Creative pictures are provided for the first two courses, along with a well formatted and detailed recipe for each.
Assignment 6: Event Hypothetical Budget	A well thought out budget will be provided that considers labour, food, beverage, and operational expenses.
Assignment 7: Teams Cook and Post Picture(s) of Last Two Courses with Formatted Recipes	Creative pictures are provided for the last two courses, along with a well formatted and detailed recipe for each.
Assignment 8: Budget to Actual	Provides a well-thought-out and reasoned actual vs. theoretical costing and metrics such as, but not limited to, RevPASH. Recommendations for how the event could have been improved are also provided.
Assessment 9: Teamwork	Students will be required to contribute significantly to all team assignments. A lack of collaboration will impact final grades.

Teaching and Learning Practices

Lectures	Students will be expected to watch posted lectures, as well as complete assigned readings and assignments.
Workshops	Students will be expected to attend scheduled workshops.
Meetings	Students will be expected to attend meetings scheduled with Instructor Day to work on components of their event preparation.
Team Assignments	Students will be required to contribute significantly to all team assignments. A lack of collaboration will impact final grades.

Course Resources

Required Text:

There is no required textbook for this course. Given this, lecture materials (PowerPoint slides) and assigned readings will be posted on Courselink before each lecture. It is your responsibility to have printed a copy of the lecture slides before each class and to read all assigned readings. Material covered in class will go beyond the posted readings and power points and it is your responsibility to attend class to obtain the non-posted materials. The tests in this class will be based on both the posted and non-posted material.

This course covers a significant amount of material, resulting in each class being comprised of many slides. The rationale for the large PPT decks is so that you have the key concepts and ideas

covered in every class in material that you can refer to for assignments and future use. Given the number of slides for each class, it is advised that you review all the slides before class and make notes, so that you do not become overwhelmed with the pace at which material is covered during each lecture.

Course Policies

Communicating with Your Instructor

During the course, your instructor will interact with you on various course matters using the following ways of communication:

- **Workshop:** Your instructor will not only host weekly workshops, but will also provide time for discussion and questions during the workshop.
- **Announcements:** The instructor will use Announcements on the Course Home page to provide you with course reminders and updates. Please check this section frequently for course updates from your instructor.
- **Email:** If you have a conflict that prevents you from completing course requirements, or have a question concerning a personal matter, you can send your instructors a private message by email to both spday@uoguelph.ca and mholme07@uoguelph.ca. The instructor(s) will respond to your email within 48 business hours. ***When communicating by email, you MUST use your University of Guelph email address, and the subject line should read HTM 4110 – ‘Insert your name, First and Last’, and ‘Group #’***
- **Office Hours:** Given that class is online, and we are not on campus, there are no set office hours, but your professors are happy to set up skype or teams meeting calls with you as needed.

Netiquette Expectations

For courses with online environments, the course website is considered the classroom and the same protections, expectations, guidelines, and regulations used in face-to-face settings apply, plus other policies and considerations that come into play specifically because these courses are online. Inappropriate online behaviour will not be tolerated. Examples of inappropriate online behaviour include:

- Posting inflammatory messages about your instructor or fellow students;
- Using obscene or offensive language online;
- Copying or presenting someone else's work as your own;
- Adapting information from the Internet without using proper citations or references;

- Buying or selling term papers or assignments;
- Posting or selling course materials to course notes websites;
- Having someone else complete your quiz or completing a quiz for/with another student;
- Stating false claims about lost quiz answers or other assignment submissions;
- Threatening or harassing a student or instructor online;
- Discriminating against fellow students, instructors, and/or TAs;
- Using the course website to promote profit-driven products or services;
- Attempting to compromise the security or functionality of the learning management system; and
- Sharing your username and password.

Submission of Assignments

Assignments for this course should be submitted digitally on the day they are due.

Be sure to keep a back-up copy of all of your assignments in the event that they are lost in transition. In order to avoid any last-minute computer problems, your instructor strongly recommends that you save your assignments to a cloud-based file storage (e.g., Google Docs), or send to your email account, so that should something happen to your computer, the assignment could still be submitted on time or re-submitted.

It is your responsibility to submit your assignments on time as specified on the Schedule. Be sure to check the technical requirements and make sure you have the proper computer, that you have a supported browser, and that you have reliable Internet access. Remember that **technical difficulty is not an excuse not to turn in your assignment on time**. Don't wait until the last minute as you may get behind in your work.

If, for some reason, you have a technical difficulty when submitting your assignment electronically, please contact your instructor.

Late Policy

No assignments will be accepted late in this class.

Extensions will be considered for medical reasons or other extenuating circumstances. If you require an extension, discuss this with the instructor as soon as possible and well before the due date. Barring exceptional circumstances, extensions will not be granted once the due date has passed. These rules are not designed to be arbitrary, nor are they inflexible. They are designed to keep you organized, to ensure that all students have the same amount of

time to work on assignments, and to help to return marked materials to you in the shortest possible time.

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>

Obtaining Grades and Feedback

Your instructor will have grades posted online within 2 weeks of the submission deadline, if the assignment was submitted on time. Once your assignments are marked you can view your grades on the course website by selecting Grades from the Tools dropdown menu on the navbar. Your course will remain open to you for seven days following the last day of the final exam period.

Final grades will be available at the end of the semester. Students can access their final grade by logging into WebAdvisor (using your U of G central ID).

<https://webadvisor.uoguelph.ca>

Rights and Responsibilities When Learning Online

The course website is considered the classroom and the same protections, expectations, guidelines, and regulations used in face-to-face settings apply, plus other policies and considerations that come into play specifically because these courses are online.

For more information on your rights and responsibilities when learning in the online environment, visit Rights and Responsibilities.

<http://opened.uoguelph.ca/student-resources/rights-and-responsibilities>

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 Thursday, December 3, 2019. For regulations and procedures for Dropping Courses, see the Academic Calendar:

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

Date Submitted to Chair:	
Chair Signature (Approval):	

Date Approved by Chair:	