

HTM*4110 Advanced
Restaurant Operations
Winter 2022
0.5 Credits

General Course Information

Instructor:	Dr. Mark Holmes
<i>Email</i>	mholme07@uogulph.ca
<i>Office Location</i>	305 MACS Building
<i>Office Hours</i>	by appointment
<i>Department/School</i>	School of Hospitality, Food and Tourism Management
Class Schedule:	Wednesday's 11:30 – 2:30, Virtual (weeks 1 and 2) MCKN 028 (weeks 3 onwards – if back in class)
Pre-requisites:	HTM*3090
Restrictions:	none

Course Description

This course focuses on the management and operation of food service events. Emphasis is placed on event planning and creativity in menu formulation, operational performance, and guest satisfaction. This includes ambience, total service and the dynamic relationship between service and the product of food and beverages.

Course Learning Outcomes

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

1. Run a simulated restaurant operation.
2. Determine marketing spend based on competition and seasonality.
3. Compose and calculate a pricing strategy for a foodservice operation.
4. Propose how a restaurant can incorporate environmentally sustainable practices.
5. Formulate customer level forecasts for a restaurant operation.
6. Formulate and complete the food and beverage pricing and costing for a restaurant operation.
7. Explain and apply a triple bottom line approach to costing of menu items in a restaurant operation.
8. Demonstrate an understanding of, and formulate, labour costs for a restaurant operation.

9. Implement staffing levels for a restaurant operation.
10. Establish service standards for a restaurant operation.
11. Analyze and report on metrics to evaluate the execution of a restaurant operation.
12. Design an 'actual versus theoretical costing model' for a restaurant operation.
13. Complete and evaluate a financial review of a restaurant operation.
14. Explain and apply the concept of RevPASH to a restaurant operation.
15. Work effectively as part of a team to design and plan a hypothetical restaurant operation.

Summary of Course Content and Materials

Class Breakdown

Week	Week	Method of Instruction/ Learning	Topics Covered or Assessment Due
Week 1	Wednesday, January 12 (Online)	Synchronous Lecture	<ul style="list-style-type: none"> • Introduction • Review Course Outline • Discuss Assignments • Menu Development
Week 2	Asynchronous Lecture		<ul style="list-style-type: none"> • Restaurant Marketing • Purchasing • Sourcing and Sustainability • Service Standards and Excellence • Work Design
	Wednesday, January 19 (Online)	Synchronous Workshop	
Week 3	Asynchronous Lecture		• Business Plan Outline
	Wednesday, January 26	Synchronous Workshop	• SIMR Walk Through
Week 4	Asynchronous Lecture		<ul style="list-style-type: none"> • Cost Control • Budgeting/Forecasting
	Wednesday, February 2	Synchronous Workshop	
Week 5	Asynchronous Lecture		<ul style="list-style-type: none"> • Revenue Management/ Productivity Analysis
	Wednesday, February 9	Synchronous Workshop Submission	
Week 6	Wednesday, February 16	Test	<i>Mid-Term Evaluation</i>
Winter Break February 23	Winter Break February 23	Winter Break	
Week 7	Wednesday,	Workshop	<ul style="list-style-type: none"> • SIMR Practice

	March 2		
Week 8	Wednesday, March 9	Workshop	<ul style="list-style-type: none"> Simulation Year 1
	Friday, March 11	Submission	<ul style="list-style-type: none"> <i>Submit Business Plan Revision 1</i>
Week 9	Wednesday, March 16	Workshop	<ul style="list-style-type: none"> Simulation Years 2 & 3
	Friday, March 18	Submission	<ul style="list-style-type: none"> <i>Submit Business Plan Revision 2</i>
Week 10	Wednesday, March 23	Workshop	<ul style="list-style-type: none"> Simulation Years 4 & 5
Week 11	Wednesday, March 30	Workshop	<ul style="list-style-type: none"> Prepare Final Report
	Friday, April 1	Submission	<ul style="list-style-type: none"> <i>Submit Final Report</i>
Week 12	Wednesday, April 6	Presentations	<ul style="list-style-type: none"> Students to give a presentation outlining how they did in the simulation, what they learned, and how they will improve going forward.

Course Assessment

Assessment	%	Topic	Due Date
Assessment 1	10%	Business Plan	<i>Week 5</i>
Assessment 2	30%	Mid-Term Evaluation	<i>Week 6</i>
Assessment 3	10%	Business Plan Revision 1	<i>Week 8 – Friday, March 11th, 11:59pm</i>
Assessment 4	10%	Business Plan Revision 2	<i>Week 9 – Friday, March 18th, 11:59pm</i>
Assessment 5	25%	Final Report	<i>Week 11 – Friday, April 1st, 11:59</i>
Assessment 6	15%	Presentation	<i>Week 12</i>

Total 100%

Assessment	Description
Assessment 1 – Business Plan	Working in groups of 2 or 3, students will be assigned a failing virtual restaurant and their goal will be to bring the restaurant back to profitability. Students will be required to develop their own restaurant idea and concept, thinking through not only its vision, mission, and values, but also how it will operate in the simulated environment. Factors students will need to consider are menu, marketing, staffing, investments, and budgets. Drawing on their idea of what their restaurant will be and how they will take their current operation from a losing to positive situation, students will write and submit a formal business plan.

Assessment 2 – Mid-Term Evaluation	Students will be tested on their understanding of, and ability to apply, material taught through weeks 1 thru 5. One single page of formulas will be allowed for this test which will comprise multiple choice, short answer, and long answer questions.
Assessment 3 – Business Plan Revision 1	In week 8, students will spend the workshop running through their first year of operation, having 10 minutes to make any given monthly changes. Following this class, students will have two days to revise their business plan with updated budgets and historical assessments and to submit this revision for feedback before the next weeks simulation runs.
Assessment 4 – Business Plan Revision 2	In week 9, students will run through years 2 and 3 of their operation, with 5 minutes provided to make any changes needed to each month for 2 years. There will be a half-an-hour between the completion of year 2 and start of year 3 for groups to analyze how they are doing and to make changes to their plans for year 3. Following this class, students will have two days to revise their business plan with updated budgets and historical assessments and to submit this revision for feedback before the next weeks simulation runs.
Assignment 5 – Final Report*	After completing week 10, students will have run through five years of operation. Using this learning they have acquired, students will be required to write a final report discussing how they did year over year, how they ended after 5 years, and what they would do different in the future if their business was to continue running.
Assignment 6 – Presentation*	Each group will be provided 10 minutes to present on their restaurant, how it did, what they learned throughout the process, and what they would do different if their operation was to continue.

** Groups will be able to go into bankruptcy 3 times, with each bankruptcy reducing the potential grade they can get on their final paper and presentation by one grade letter.*

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.
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 instructor a private message by email to mholme07@uoguelph.ca. The instructor 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 COVID restrictions and worries, there are no set office hours, but your professor is 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.

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, mid-terms 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-campus/spaces/#ClassroomSpaces>. Please note, these guidelines may be updated as required in response to evolving University, Public Health or government directives.

Drop date

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

<https://www.uoguelph.ca/registrar/calendars/graduate/current/>

Date Submitted to Chair:	
Chair Signature (Approval):	<i>S Elliot</i>
Date Approved by Chair:	Jan 5/22