

HTM\*4110 Advanced  
Restaurant Operations  
Winter 2023  
0.5 Credits

### General Course Information

**Instructor:** Dr. Mark Holmes  
**Email** [mholme07@uogulph.ca](mailto:mholme07@uogulph.ca)  
**Office Location** 305 MACS Building  
**Office Hours** by appointment  
**Department/School** School of Hospitality, Food and Tourism Management

**Class Schedule:**

**Workshop**  
Wednesdays from 11:30 pm to 12:30 pm (weeks 1 thru 5)  
- MCKN 028  
Wednesdays from 11:30 pm to 2:30 pm (weeks 6 thru 12)  
- MCKN 028

**Lecture**  
Asynchronous (weeks 2 thru 5)

**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 11	Lecture	<ul style="list-style-type: none"> <li>• Introduction</li> <li>• Review Course Outline</li> <li>• Discuss Assignments</li> <li>• Menu Development</li> </ul>
Week 2	Asynchronous Lecture		<ul style="list-style-type: none"> <li>• Restaurant Marketing</li> <li>• Purchasing</li> <li>• Sourcing and Sustainability</li> <li>• Service Standards and Excellence</li> <li>• Work Design</li> </ul>
	Wednesday, January 18	Synchronous Workshop	
Week 3	Asynchronous Lecture		<ul style="list-style-type: none"> <li>• SIMR Walk Through</li> <li>• Business Plan Outline</li> </ul>
	Wednesday, January 25	Synchronous Workshop	
Week 4	Asynchronous Lecture		<ul style="list-style-type: none"> <li>• Cost Control</li> <li>• Budgeting/Forecasting</li> </ul>
	Wednesday, February 1	Synchronous Workshop	
Week 5	Asynchronous Lecture		<ul style="list-style-type: none"> <li>• Revenue Management/ Productivity Analysis</li> </ul>
	Wednesday, February 8	Synchronous Workshop	
		Submission	<ul style="list-style-type: none"> <li>• <i>Submit Business Plan</i></li> </ul>
Week 6	Wednesday, February 15	Test	<i>Mid-Term Evaluation</i>

Winter Break			
Week 7	Wednesday, March 1	Workshop	<ul style="list-style-type: none"> <li>SIMR Practice</li> <li>Revise business plan based on feedback</li> </ul>
Week 8	Wednesday, March 8	Workshop	<ul style="list-style-type: none"> <li>Simulation Year 1</li> </ul>
	Friday, March 10	Submission	<ul style="list-style-type: none"> <li><b><i>Submit Business Plan Revision 1</i></b></li> </ul>
Week 9	Wednesday, March 15	Workshop	<ul style="list-style-type: none"> <li>Simulation Years 2 &amp; 3</li> </ul>
	Friday, March 17	Submission	<ul style="list-style-type: none"> <li><b><i>Submit Business Plan Revision 2</i></b></li> </ul>
Week 10	Wednesday, March 22	Workshop	<ul style="list-style-type: none"> <li>Simulation Years 4 &amp; 5</li> </ul>
Week 11	Wednesday, March 29	Workshop	<ul style="list-style-type: none"> <li>Prepare Final Report</li> </ul>
	Friday, March 31	Submission	<ul style="list-style-type: none"> <li><b><i>Submit Final Report</i></b></li> </ul>
Week 12	Wednesday, April 5	Presentations	<ul style="list-style-type: none"> <li>Students to give a presentation outlining how they did in the simulation, what they learned, and how they will improve going forward.</li> </ul>

### Course Assessment

Assessment	%	Topic	Due Date
Assessment 1	10%	Business Plan	Week 5
Assessment 2	30%	Mid-Term Evaluation	Week 6
Assessment 3	10%	Business Plan Revision 1	Week 8 – Friday, March 10 <sup>th</sup> , 11:59pm
Assessment 4	10%	Business Plan Revision 2	Week 9 – Friday, March 17 <sup>th</sup> , 11:59pm
Assessment 5	25%	Final Report	Week 11 – Friday, March 31 <sup>st</sup> , 11:59
Assessment 6	15%	Presentation	Week 12

**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

<b>Lectures</b>	Students will be expected to review posted lectures, as well as complete assigned readings and assignments.
<b>Workshops</b>	Students will be expected to attend scheduled workshops.
<b>Team Assignments</b>	Students will be required to contribute significantly to all team assignments. A lack of collaboration will impact final grades.

## 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/>

## 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](mailto: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>

### **Grading Policies**

Unless you have discussed an extension well ahead of the due date with the instructor, late penalties of 5% of the total grade earned per day (including weekends) will be assigned to any assessment (i.e. 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 officially to the class at large unless circumstances permit, and alternative arrangements have been made.

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 another academic counselor as appropriate.

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

### **Missed Assignments**

A grade of zero will be assigned if you fail to submit an assignment unless you are ill or have other compassionate reasons. Please read your Undergraduate Calendar for the regulations regarding illness and compassionate grounds. Please note, vacation travel, moving house, or outside work commitments 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.

## **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 offenses 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 to 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 for 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 in creating and promoting equity and inclusion within our learning spaces. Creating these kinds of learning cultures is a process, not a destination; it requires an 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

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 a guest lecturer. Material recorded with permission is restricted to use for that course unless further permission is granted.

### 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://www.uoguelph.ca/registrar/calendars/graduate/current/>

More information about Dropping Courses can also be found here:

<https://www.uoguelph.ca/registrar/coursesadddrop>

<b>Date Submitted to Chair:</b>	Jan 4, 2023
<b>Chair Signature (Approval):</b>	<i>M.R. Holmes</i>
<b>Date Approved by Chair:</b>	Jan 4, 2023