

**HTMT 360-003 / Spring 2008**  
**Foodservice Operations Analysis**

**Instructor:** Robert (Bob) Frash, Ph.D.

**Email:** Please use WebCT email to contact instructor.  
Replies attempted within 24 hours.

**Phone:** 843.953.0827

**Office:** BCTR 326

**Office Hours:** MWF 1:00 p.m. – 3:00 p.m. (or by appointment)

**Schedule of Activities:** Refer to the Course Calendar

**Class Location:** TCTR 304

**Class Meeting Days/Time:** MWF 11:00 – 11:50 a.m.

**Course Prerequisites:** HTMT 210; Junior Status

**Course Texts:**

- *Required:*
  - Pavesic, D. V., & Magnant, P. F. (2005). *Fundamental principles of restaurant cost control* (2nd ed.). Upper Saddle River, NJ: Pearson-Prentice Hall.  
The course text, with floppy disk should be brought to class each period
  - Readings posted on WebCT
- *Suggested Reading:*
  - Nations Restaurant News

**Course description:**

This course investigates the distinctive operational foodservice setting in which both production and selling of perishable food and beverage products occurs concurrently. Students analyze and process internal systems for monitoring food and beverage revenue and expense, menu item sales mix, pricing strategies, purchasing policies, inventory control, and employee development.

**Course Goal:**

To make known to the student concepts, principles, and methodologies of revenue and cost controls in food service operations. Examples are primarily restaurant and hotel related but the principles of control are applicable to fairs, tradeshow, meeting planning, and private club operations. The emphasis is on practical application of theories, concepts and methods of revenue and cost control.

**Grading:**

<i>Course Component</i>		<i>Points Available</i>
Menu Evaluation Project		100
In-class activities 11 @ 10 pts	<i>Lowest grade dropped</i>	100
Homework 9 @ 15 pts	<i>Lowest grade dropped</i>	120
Progress Tests 11 @ 20 pts	<i>Lowest grade dropped</i>	200
Mid-term Exam 2 @ 150		300
Final Exam		150
ManageFirst Exam		30
	<b>---Total Points---</b>	<b>1000</b>

*Course components and the points assigned them may be changed, added or dropped, at instructor's discretion, should it be warranted. Students will be notified through WebCT, should changes occur.*

**Grading Scale (based on the percentage of the class's total points listed above):**

<b>B+</b> = 88-90.9 %	<b>A</b> = 94-100%	<b>A-</b> = 91-93.9%
<b>C+</b> = 78-80.9 %	<b>B</b> = 84-87.9%	<b>B-</b> = 81-83.9%
<b>D+</b> = 68-70.9%	<b>C</b> = 74-77.9%	<b>C-</b> = 71-73.9%
	<b>D</b> = 64-67.9%	<b>D-</b> = 61-63.9%
	<b>F</b> = < 60.9%	

### Factors in Grading:

- Class participation, attitude, teamwork and demeanor will be noted by the instructor and used to swing grades up or down
- All course work submitted must be:
  - o Digitally appropriate to the assignment, including
    - word processed in MS Word
    - spreadsheet in MS Excel
    - presentation in MS Powerpoint
  - o grammatically correct
  - o double spaced
  - o consistent with the Publication Manual of the American Psychological Association (APA) 5<sup>th</sup> ed. Standards.
- All course work must be submitted on-time. Coursework submitted late will cause a reduction in grade at the discretion of instructor relative to the degree and nature of the tardiness (*In the case of an email submission, the time and date of reception will act as the official submission instance.*)
- Professional demeanor is mandated at all times

### Attendance:

Attendance is important! Due to the team nature of much of the course activities, the student is required to be in class to participate with her or his team members. Research indicates that class discussion fosters enhanced learning for all class members and builds a more robust cognitive schema (Gagne, 1985; & Hamblin, 1974). Therefore:

- *Anyone missing more than 5 class periods may be deemed ineligible for a grade of "A."*
- *Anyone missing more than 7 class periods may be deemed ineligible for a grade of "B" or better."*
- *Anyone missing more than 9 class periods may be deemed ineligible for a grade of "C" or better."*
- *Anyone missing more than 11 class periods may be deemed ineligible for a grade of "D" or better."*

***Attendance can only be excused with a documented medical or other serious and legitimate excuse.***

### Method of Instruction:

Primarily lecture/discussion with student participation. Group interactive discussion will be used. Students will be placed in teams for problem solving and case analysis. Specific problems and/or questions will be posed for the team to respond using knowledge from text, lectures, previous classes and job experiences.

### Class Preparation:

Students are expected to read and prepare BEFORE class time. Class topics and the dates are posted in the course the calendar. Please come to class prepared and ready to contribute.

### WebCT:

The class will utilize WebCT Campus Edition 4.1, an integrated web-based e-learning system that is integrated with College of Charleston's campus SIS infrastructure. Every student officially registered for this class is added to WebCT automatically. The student will log onto WebCT at, [webct.cofc.edu](http://webct.cofc.edu), click on the "Log in to myWebCT" link, and then input their Cougar Trail ID and PIN to enter. Once logged on, if properly registered, the student will see a link to the HTMT-360-001 class website.

WebCT will contain:

- The course calendar
  - o *The course calendar will be changed periodically throughout the semester to accommodate class dynamics. – The student will be responsible for checking WebCT for updates.*
- The course syllabus
- Assignment guidelines
- Student grades
- Homework Solutions
- Lecture PowerPoint outlines and notes
- Miscellaneous materials

**Team Assignments:**

The main team assignment, the *menu evaluation project*, provides an opportunity for the student to apply the principles and theory of menu design to a working menu. Working in designated teams, the project will test the students' comprehension of the menu's impact on operations through written analysis and recommendations for improving the menu as a cost control, merchandising (a.k.a. revenue mechanism), and communication tool.

All assignments submitted for the team must have the team's name and the participating team members' names. Only team members that attend class and/or team meetings and participate in team activities should be listed on the assignment submissions. Team members will earn the pooled team grade for all team-based assignments. Additionally, a leadership grade will be given separately to each team member for their delegated section.

To eliminate social loafing, free riding or any other individual withholding of effort, a team member can be fired from the team by his or her teammates. Should the other teammates provide a preponderance of evidence indicating that the student in question did not offer a significant contribution to the team effort, the student in question can be fired from the team through instructor arbitration. In such a case, the "fired student" would have to submit an independent assignment on her or his own to receive a grade. However, the "fired student's" subsequent independent assignment grade would be penalized by 10%.

**Homework:**

Assignments will vary and may include Excel problems, industry trend analysis, case studies and content related exercises. Homework assignments and their associated due dates will be posted on WebCT.

**ManageFirst:**

ManageFirst is a professional foodservice certification program run the National Restaurant Association Educational Foundation. Controlling Foodservice Costs one of the four core competencies required to obtain the ManageFirst accreditation. Moreover, taking the associated exam qualifies the student for a ManageFirst Scholarship.

**Instructor's Note:**

I consider teaching, working, and learning with scholars such as you, an honor and a privilege. Notwithstanding our various levels of experience, each of us brings a valid contribution to the class. Though I hope to be a worthy resource for each of you, I view my principle function in the class as a facilitator of your diverse contributions.

**Academic Integrity:**

The Honor Code of the College of Charleston will be strictly adhered to in this course.

The Honor Code of the College of Charleston specifically forbids:

- Lying: knowingly furnishing false information, orally or in writing, including but not limited to deceit or efforts to deceive relating to academic work, to information legitimately sought by an official or employee of the College, and to testimony before individuals authorized to inquire or investigate conduct; lying also includes the fraudulent use of identification cards.
- Cheating: the actual giving or receiving of unauthorized, dishonest assistance that might give one student an unfair advantage over another in the performance of any assigned, graded academic work, inside or outside of the classroom, and by any means whatsoever, including but not limited to fraud, duress, deception, theft, talking, making signs, gestures, copying, unauthorized use or possession of study aids, unauthorized reuse of previously graded work, memoranda, books, data, or other information.
- Attempted cheating: a willful act designed to accomplish cheating, but falling short of that goal.
- Stealing: the unauthorized taking or appropriating of property from the College or from another member of the college community. Note also that stealing includes unauthorized copying of and unauthorized access to computer software.
- Attempted stealing: a willful act designed to accomplish stealing, but falling short of that goal.
- Plagiarism: The verbatim repetition, without acknowledgement, of the writings of another author. All significant phrases, clauses, or passages, taken directly from source material must be enclosed in quotation marks and acknowledged either in the text itself or in footnotes/endnotes.
  - Borrowing without acknowledging the source.
  - Paraphrasing the thoughts of another writer without acknowledgement.
  - Allowing any other person or organization to prepare work which one then submits as his/her own.

Penalties for Violations of the Honor Code range up to and include expulsion from the College. Attempted cheating, attempted stealing, and the knowing possession of stolen property shall be subject to the same punishment as the other offenses. Because the potential penalties for an Honor Code violation are extremely serious, all students should be thoroughly familiar with the above definitions and be guided by them.

**Course Calendar HTMT 360-003**  
**Foodservice Operations Analysis**

<b>Week</b>	<b>Date</b>	<b>Topic</b>	<b>Assignment Due Dates</b>
<b>1</b>	Jan 9 11	Introduction / Syllabus / Team Formation PPT Chp1: The value and importance of cost and revenue control	Jan 11 – Pavesic Chapter 1
<b>2</b>	Jan 14 16 18	Excel Review PPT C/V/P: Cost / Volume / Profit relationships	Jan 14 – Cost/Volume/Profit Reading on WebCT Jan 16 – HW1
<b>3</b>	Jan 21 23 25	PPT Chp2: Cost control ratios and definitions	Jan 21 – Pavesic Chapter 2
<b>4</b>	Jan 28 30 Feb 1	PPT Chp3: Food cost controls	Jan 28 - Pavesic Chapter 3 Jan 30 – HW2
<b>5</b>	Feb 4 6 8	PPT Chp4: Yield cost analysis	Feb 4 – Pavesic Chapter 4 Feb 6 – HW3 Feb 4 – Menu Project Restaurant Choice
<b>6</b>	Feb 11 13 15	Yield cost analysis <i>continued</i> EXAM 1	Feb 15 – Pavesic Chapter 5
<b>7</b>	Feb 18 21 23	Exam 1 Review PPT Chp5: Menu sales mix analysis	Feb 21 – HW4
<b>8</b>	Feb 25 27 29	PPT Chp6: Menu pricing methods/theory	Feb 25 – Pavesic Chapter 6 Feb27 – HW5
<b>9</b>	Mar 3 5 7	<b>SPRING BREAK</b>	
<b>10</b>	Mar 10 12 14	PPT Chps7&8: Purchasing and inventory control	Mar 10 – Pavesic Chapters 7 & 8 Mar 12 – HW6
<b>11</b>	Mar 17 19 21	EXAM 2	
<b>12</b>	Mar 24 26 28	PPT Chp9: Beverage cost control	Mar 24 – Pavesic Chapter 9 Mar 24 – Menu Project Mar 26 – HW7
<b>13</b>	Mar 31 Apr 2 4	PPT Chp10: Labor productivity analysis	Mar 31 – Pavesic Chapter 10 Apr 2 – HW8
<b>14</b>	Apr 7 9 11	PPT RevMang: Revenue management ManageFirst EXAM	Apr 7 – Revenue Management Reading on WebCT Apr 11 – ManageFirst Exam
<b>15</b>	Apr 14 16 18	PPT Chpt12(part 1): Financial analysis	Apr 14 – Pavesic Chapter 12 Apr 16 – HW9
<b>16</b>	Apr 21 23	PPT Chpt12(part 2): Financial analysis	
Final Exam / Friday, May 2, 11:00am in TCTR304			