



SYLLABUS

PALAZZI FLORENCE ASSOCIATION FOR INTERNATIONAL EDUCATION FLORENCE UNIVERSITY OF THE ARTS APICIUS - INTERNATIONAL SCHOOL OF HOSPITALITY

INTERNATIONAL SCHOOL OF HOSPITALITY
DEPARTMENT OF RESTAURANT, FOOD, AND BEVERAGE MANAGEMENT
COURSE TITLE: FOOD AND BEVERAGE OPERATIONS AND MANAGEMENT
COURSE CODE: HPFBOM400

3 Semester Credits

1. DESCRIPTION

This course introduces a fundamental area of study in the hospitality industry. Students will study the concepts and procedures of food and beverage control systems, cost control, operating budgets, and the effective management of food and beverage operations and cycles. Cost calculation, menu planning, storage, receiving, profit and budget forecasting, labor costs, service payment systems, and other topic-specific areas will be covered. This class includes experiential learning with CEMI.

2. OBJECTIVES

Upon successful completion of this course, students will be able to:

- Forecast food and beverage cost controls
- Understand food and beverage operation cycles
- Develop and manage operating budgets
- Describe the control function in the management process
- Plan and determine food and beverage control and standards
- Familiarize the steps of budget development and the factors involved in making a purchasing decision for a restaurant or beverage service establishment
- Understand the process of menu planning
- Gain awareness of purchasing, receiving, storing, issuing and production controls by respecting corporate and ethical standards
- Familiarize with the processes of raw materials procurement
- Improve the capacity of checking incoming products from quality and quantity point of view, identifying eventual non-compliant products to return, verifying the expiration and quality standards
- Identify characteristics and qualities of raw & semi-finished materials
- Improve the capacity of verifying the delivery times to be respected by the suppliers
- Acquire technological skills to manage order flow and information exchange with suppliers

3. REQUIREMENTS

There are no prerequisites for this course.

4. METHOD

The course consists of interactive lectures and discussion with a specific focus on the understanding of the complexities of controlling food and beverage operations. Through on-site experiences at Ganzo, the learning lab and restaurant open to the public, the course also provides the opportunity for students to apply course topics to real-life situations. The class will be conducted in a way that will encourage the active participation of students in the discussion of the topic of the day.

5. TEXT BOOK – FURTHER READINGS – RESOURCES

TEXT BOOK

Bernard Davis, Andrew Lockwood, Peter Alcott, Ioannis S. Pantelidis, *Food and Beverage Management*. Routledge, 2018.

The text book is mandatory for successful completion of the course.

Where applicable, additional materials, handouts and/or notes will be provided by the instructor. A selection of readings will be assigned from:

Dobson R., Lea, Hayes K., David: *Food and Beverage Cost Control* Wiley, 7th ed. 2019

FURTHER READINGS

(Books listed below are available in the FUA-AUF library)

Cichy F., Ronald, Hickey J. Philip: *Managing Service in Food and Beverage Operations*. 3rd ed. Educational Institute of the American Hotel and Lodging Association, 2005.

Davis, Bernard, Andrew Lockwood, and Sally Stone: *Food and beverage management*. 3rd ed. Oxford: Butterworth Heinemann, 2003.

Dopson R., Lea, Hayes K., David: *Food and Beverage Cost Control*. 7th ed. Wiley, 2019

Dornenburg, Andrew and Paige, Karen: *What to Drink with What you Eat*, 2007.

Foskett, David and Paskins: *The Theory of Hospitality & Catering*, Hodder, 12th ed.2011

Harrington J., Robert: *Food and Wine Pairing – A Sensory Experience*. Wiley, 2008

Kreitner, Robert and Kinicki, Angelo: *Organizational Behaviour*. 9th ed. McGraw-Hill Irwin

Lynch T. Francis: *The Book of Yields*. 8th ed. Wiley, 2012

Ninemeier J. *Planning and Control for Food and Beverage Operations*. 3 rd ed. Davis,1991.

Olsen D., Michael, West J., Joseph, Yick Tse, Eliza Ching. *Strategic Management in the Hospitality Industry*. 3 rd ed. Pearson, 2008.

Walker, John R. et al: *The Restaurant From Concept to Operation*, 6 th ed. Wiley, 2011.

Wayne, Glissen. *Essentials of Professional Cooking*.Wiley, 2004.

LIBRARIES IN FLORENCE

The FUA-AUF library is located in Corso Tintori 21. Please consult the posted schedules for official opening times. Also note that the library is for consultation only and it is not possible to borrow materials. The library is equipped with a scanner and internet access so that you may save or email a digital copy of the pages needed.

Students are also encouraged to take advantage of Florence's libraries and research centers:

Biblioteca Palagio di Parte Guelfa

Located in Piazzetta di Parte Guelfa between Piazza della Repubblica and Ponte Vecchio. Please consult the library website for hours of operation:

http://www.biblioteche.comune.fi.it/biblioteca_palagio_di_parte_guelfa/

Biblioteca delle Oblate

Located in via dell'Oriuolo 26. Please consult the library website for hours of operation:

www.bibliotecadelleoblate.it

The Harold Acton Library at the British Institute of Florence

Located in Lungarno Guicciardini 9. Please consult the library website for hours of operation and student (fee-based) membership information: www.britishinstitute.it/en

6. FIELD LEARNING

Please consult your Official Registration for any mandatory field learning dates. Field Learning Activities cited in Official Registrations are an integral part of the course and also include an assignment that counts towards your final grade, details will be provided on the first day of class.

7. COURSE MATERIALS

No additional course materials are necessary.

Lockers are available with a **10 Euro** deposit (given back after returning the key).

8. COURSE FEES

Course fees cover course-related field learning activities, visits, and support the instructor's teaching methodologies. Book costs are not included in the course fee. The exact amount will be communicated by the instructor on the first day of class.

9. EVALUATION – GRADING SYSTEM

10% Attendance

20% Participation and assignments

20% Midterm Exam, Field Learning project (if applicable), Special/Research Project (if applicable)

25% Final paper/project

25% Final Exam

A = 93-100 %, A- = 90-92%, B+= 87-89%, B = 83-86%, B-=80-82%, C+ = 77-79%, C=73-76%, C- =70-72%, D = 60-69%, F= 0-59%, W = Official Withdrawal, W/F = Failure to withdraw by the designated date.

10. ATTENDANCE – PARTICIPATION

Academic integrity and mutual respect between instructor and student are central to the FUA-AUF academic policy and reflected in the attendance regulations. Student presence is mandatory and counts toward the final grade.

On the **second absence** the attendance and participation grade will be impacted. Please note that missing certain field learning activities may count for more than one absence.

On the **third absence** the instructor may lower the final grade by one letter grade. (Example: Final grade average of 93% or A will become a B).

The fourth absence constitutes automatic failure of the course. Students with excessive absences will be asked to withdraw with a W (if before the deadline) or leave the course with a WF.

Late Arrival and Early Departure

Arriving late or departing early from class is not acceptable. Two late arrivals or early departures or a combination will result in an unexcused absence. Travel is not an exceptional circumstance.

Travel (or delays due to travel) is NEVER an excuse for absence from class.

It is always the student's responsibility to know how many absences he or she has in a course. If in doubt, speak with your instructor!

Participation: Satisfactory participation will be the result of contributing to class discussions by putting forth insightful and constructive questions, comments and observations. Overall effort, cooperation during group work and in-class activities, responsible behavior, and completion of assignments will be assessed.

11. EXAMS – PAPERS – PROJECTS

The final **Paper/Project** accounts for 30% of the course grade.

- Format: In-class presentation (5%) and research paper submission (25%) required. Topic, length, guidelines, and due date provided on the course site. See syllabus lessons for presentation submission and date.
- Material for research will be available in the FUA-AUF Library in Corso Tintori 21.

The **Midterm and Final exams** account for 20% and 25%, respectively, of the final course grade. For exam time and date consult the course addendum. **The time and date of the exam cannot be changed for any reason.** The exam is divided into three sections:

- Part I: 5 Multiple choice questions, 5 True or False questions. Each correct answer is worth 2 points, for a total of 20 points.

- Part II: 10 short-answer questions. Each correct and complete answer (concise explanations, main ideas, key words, names, etc.) is worth 5 points, for a total 50 points.
- Part III: one essay question; a correct and complete answer is worth 30 points (based on content, vocabulary, detail, etc.).

12. LESSONS

Lesson 1

Meet	In Class
Lecture	Presentation of the course Class organization and syllabus review Introduction to FB: survey of management and operations in the food and beverage industry, practices, and professional contexts. Questionnaire on student backgrounds and experiences.
Objectives	<ul style="list-style-type: none"> • Understand the importance of the concept of strategic management in the hospitality • Identify the sectors and challenges of food and beverage operations • Analyze the career opportunities
Assignment topic	Readings and response to discussion board prompt regarding FB examples from Italian hospitality industry.
Readings	<i>Food and Beverage Management Ch. 1</i>

Lesson 2

Meet	In Class
Lecture	Food, Beverage, and Labor Controls: The Control Process <ul style="list-style-type: none"> • Management resources and objectives • Standards, planned and expected results of operations • Measuring actual operating results • Comparing actual results with standards • Consideration for designing control systems
Objectives	Analyze control processes from all angles, projected and actual.
Assignment topic	Basic operating areas of Ganzo. Standards, system design at Ganzo, front of the house (beverage management) back of the house (food management)
Readings	<i>Food and Beverage Management Ch. 2</i>

Lesson 3

Meet	In Class
Lecture	Menu planning <ul style="list-style-type: none"> • Menus as initial control point • Menu planning and categories • Menu design and trends • Menu categories and pricing. • Menu evaluation
Objective	Examine role of menu development and implementation in FB operations.
Assignment topic	Menu planning objectives at Ganzo. Marketing objectives, quality standards, accuracy. Food categories on the menu of the week. Menu trends at Ganzo. Promotional strategy.
Readings	<i>Food and Beverage Management Ch. 6</i>
Note:	Final project themes will be discussed.

Lesson 4

Meet	In Class
Lecture	Receiving Procedures - Inventory Control <ul style="list-style-type: none"> • Essentials of effective receiving

	<ul style="list-style-type: none"> • Invoice receiving and other receiving methods • Additional receiving duties
Objective	Review the processes related to inventory operations and their role in FB operations.
Assignment topic	Observation of the receiving functions at Ganzo: competent personnel, proper receiving equipment, proper receiving facilities, appropriate receiving hours, available copies of all specifications, available copies of purchase orders.
Readings	<i>Food and Beverage Management</i> Ch. 7 Dobson R., Lea, Hayes K., David: <i>Food and Beverage Cost Control</i> Wiley, 5th ed. 2011, Chapter 4 p. 114-121

Lesson 5

Meet	In Class
Lecture	Production and Serving Controls <ul style="list-style-type: none"> • Production planning and control • Serving control
Objective	Gain knowledge of production processes and connect them to a real-life context
Assignment topic	Kitchen organization at Ganzo: Stages of production, recipe examination, problems, solutions.
Readings	<i>Food and Beverage Management</i> Ch. 8 Dobson R., Lea, Hayes K., David: <i>Food and Beverage Cost Control</i> Wiley, 7th ed. 2019, Chapter 4 p. 132-140

Lesson 6

Meet	In Class
Lecture	Beverage Control - Bottle Sales Management - Beer and Wine Service <ul style="list-style-type: none"> • Beverage service • Forecasting beverage sales • Standardized drink portions • Purchasing, receiving, and storage
Objective	Evaluate the positioning and processes of alcoholic sales within a FB context.
Assignment topic	Analysis of Ganzo's beverage and wine menu, storage, service performance.
Readings	<i>Food and Beverage Management</i> Ch. 11-12

Lesson 7

Midterm Exam

Lesson 8

Break

Lesson 9

Meet	In Class
Lecture	Food Control <ul style="list-style-type: none"> • Recognize the different characteristics and qualities of raw materials and semi-finished materials • Managing the cost of the food • Inventory control • Purchasing and storage
Objective	Familiarize with the food control processes in food service environments.
Assignment topic	Raw materials procurement at Ganzo, checking incoming products: quality, quantity, delivery times, suppliers, order lists.
Readings	<i>Food and Beverage Management</i> Ch. 9 Dobson R., Lea, Hayes K., David: <i>Food and Beverage Cost Control</i> Wiley, 7th ed. 2019, Chapter 5

Lesson 10

Meet	In Class
Lecture	Food Purchasing Principles, Sales, and Commercial Development <ul style="list-style-type: none"> • General purchasing policies • Purchasing practices • Buying methods • Food sales
Objective	Gain oversight and global perspectives of purchasing, buying, and sales for targeted application to specific FB contexts.
Assignment topic	Field note observations of ongoing and forecasted purchasing strategies, to include management interview statements for industry perspective.
Readings	<i>Food and Beverage Management</i> Ch. 7 review of purchasing section + Ch. 11

Lesson 11

Meet	In Class
Lecture	Budgets, Expenses, Profits – Labor Cost – Analysis <ul style="list-style-type: none"> • Steps of budget development: calculate projected sales, determine profit requirements, calculate projected expense levels • Labor, costs, contracts, and regulations • Scheduling for staff and overtime
Objective	Develop an understanding of production and labor costs in FB businesses and how they are positioned within FB budgeting and business plans.
Assignment topic	Analysis of Ganzo working sheets and staff scheduling.
Readings	<i>Food and Beverage Management</i> Ch. 10

Lesson 12

Meet	In Class
Lecture	Financial management and compliance with local laws <ul style="list-style-type: none"> • Cash control, income statements, financial statements • International standards • Focus on local Italian compliance requirements (fattura, scontrino fiscale, etc.) • Fraud and loss
Objective	Address the areas of financial management, control, and risk. Examine the aspects of fiscal compliance unique to international contexts.
Assignment topic	Submission of special project presentation media due before next class.
Readings	Dobson R., Lea, Hayes K., David: <i>Food and Beverage Cost Control</i> Wiley, 7th ed. 2019, Ch. 9

Lesson 13

Meet	In Class
Lecture	Managing and Maintaining Quality <ul style="list-style-type: none"> • Defining quality and consistency • Controls for quality maintenance in the supply chain, on-site location, and service. • Quality in production and guest experience. • Measuring quality.
Objective	Identify how quality is gaged, monitored, and improved in FB operations.
Assignment topic	Quality SWOT analysis (abbreviated) in assigned Ganzo service sector.
Readings	<i>Food and Beverage Management</i> Ch. 12

Lesson 14	
Meet	In class
Lecture	Review of current industry practices and impact of global events. Emerging trends and developments for future practices. Project presentation in class (business casual required for presentation sessions). Exam review.
Assignment topic	Submission of paper component of special project.
Readings	<i>Food and Beverage Management</i> Ch. 13

Lesson 15	
Meet	In class
Lecture	FINAL EXAM