

**AUF***The American
University of Florence***SYLLABUS**Rev. 8
April 2025
Academic AffairsFormat revised 2025
Syllabus revised 2025

Florence University of the Arts (FUA) is an academic institution for study abroad in Florence, Italy. FUA collaborates with The American University of Florence (AUF), an international university offering US-style undergraduate and graduate degrees, in a cooperation to offer study abroad programs with a diverse breadth and depth of academic curriculum.

FUA study abroad programs may include AUF offerings, which are US-aligned in terms of higher education standards as per the university's institutional structure. Common courses offered by FUA and AUF have been jointly selected by both institutions as eligible for mutual recognition and delivery. As such, equal academic standards, credibility, and outcomes are vetted by the Academic Offices of the institutions for all courses and syllabi offered in the study abroad program.

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

This course consists of lectures, class discussions, projects, and interaction with the local community. Mediums for instruction used will include, but are not limited to, interactive and hands-on activities which challenge thought processes, integrate relevant academic sources, may include multimedia references, propose creative problem-solving, and other appropriate forms of delivery as deemed appropriate to the course's purpose.

5. TEXTBOOK – FURTHER READINGS – RESOURCES

TEXTBOOK (Copy available at the university library):

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

The textbook is mandatory for successful completion of the course.

Where applicable, additional materials, handouts and/or notes will be provided by the instructor.

FURTHER READINGS

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*. 3rd ed. Davis, 1991.

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

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

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

LIBRARY

Course participants may access the campus library. Please consult the library site for resources such as collections, borrowing, scanning and wifi connection, and research:

<https://www.auf-florence.org/Library/the-library/>

6. COURSE MATERIALS

No additional course materials are necessary.

7. 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. If this course requires a fee, the exact amount is communicated prior to enrollment.

8. GRADING AND EVALUATION & ATTENDANCE

10% Attendance

30% Participation and assignments

20% Midterm Assessment

20% Final Paper/Project

20% Final Exam

The above grade breakdown percentages reflect the grading scale standards in the “Grading and Evaluation System” section of the catalog.

Attendance

Class participation is mandatory. Based on the hours defined in the Academic Catalog's attendance policy, students may miss up to 2 class encounters delivered as lecture hours. A third absence constitutes a course failure. Please note that absence hours may vary according to the learning methodology, as per the academic catalog policy on credit hours:

https://catalog.auf-florence.org/standard_regulation

9. EXAMS / PROJECTS / ASSIGNMENTS

Assignments: This course requires at least 3 assignments as per the course outline in the syllabus. Further details are provided in the course portal.

The Midterm Assessment accounts for 20% of the course grade. **The time and date of the assessment submission cannot be changed for any reason.** See course site for instructions.

The **Final Exams** accounts for 20% 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.).

The **Final Paper/Project** accounts for 20% of the course grade. The project focus is a quality SWOT analysis focusing on an assigned CEMI service sector.

- Format: In-class presentation (5%) and research paper submission (15%) 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 at the university library.

10. COURSE OUTLINE

Lesson 1	
Meet	In Class
Lecture	Presentation of the course, syllabus review <ul style="list-style-type: none">• Introduction to FB: Survey of management and operations in the food and beverage industry, practices, and professional contexts.• The Control Process: Management resources and objectives; standards, planned and expected results of operations; measuring actual operating results; comparing actual results with standards; designing control systems.
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• Analyze control processes from all angles, projected and actual.
Readings/ Assignments	<i>Food and Beverage Management</i> Ch. 1-2 Pre-assignment: Response to discussion board prompt regarding FB examples from Italian hospitality industry.

Lesson 2	
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
Objectives	Examine role of menu development and implementation in FB operations.
Readings/	<i>Food and Beverage Management</i> Ch. 6

Assignments	<p>Assignment 1: Two parts, due by next class meet:</p> <ul style="list-style-type: none"> • Basic operating areas of assigned CEMI. Standards, system design, front of the house (beverage management) back of the house (food management). • Menu: Objectives for planning, marketing, quality, and accuracy. Food categories, menu trends, and menu promotion.
--------------------	---

Lesson 3	
Meet	In Class
Lecture	<p>Receiving Procedures - Inventory Control</p> <ul style="list-style-type: none"> • Essentials of effective receiving • Invoice receiving and other receiving methods • Additional receiving duties
Objectives	Review the processes related to inventory operations and their role in FB operations.
Readings/Assignments	<p><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</p>

Lesson 4	
Meet	In Class
Lecture	<p>Production and Serving Controls</p> <ul style="list-style-type: none"> • Production planning and control • Serving control <p>FINAL PROJECT OVERVIEW.</p>
Objectives	Gain knowledge of production processes and connect them to a real-life context
Readings/Assignments	<p><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 Assignment 2: Two parts, due by next class meet.</p> <ul style="list-style-type: none"> • CEMI receiving functions/equipment/facilities/hours, competent personnel, specifications, purchase orders. • CEMI kitchen organization: Stages of production, recipe examination, problems, solutions.

Lesson 5	
Meet	In Class
Lecture	<p>Beverage Control - Bottle Sales Management - Beer and Wine Service</p> <ul style="list-style-type: none"> • Beverage service • Forecasting beverage sales • Standardized drink portions • Purchasing, receiving, and storage
Objectives	Evaluate the positioning and processes of alcoholic sales within a FB context.
Readings/Assignments	<p><i>Food and Beverage Management</i> Ch. 11-12 MIDTERM ASSESSMENT ASSIGNED, due prior to next class meet. Topics will cover CEMI beverage and wine menu analysis, storage, and service performance; may include any topic covered in previous lessons.</p>

Lesson 6	
Meet	In Class
Lecture	<p>Food Control</p> <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

	<ul style="list-style-type: none"> • Purchasing and storage
Objectives	Familiarize with the food control processes in food service environments.
Readings/Assignments	<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 7	
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
Objectives	Gain oversight and global perspectives of purchasing, buying, and sales for targeted application to specific FB contexts.
Readings/Assignments	<i>Food and Beverage Management</i> Ch. 7 review of purchasing section + Ch. 11 Assignment 3: Two parts, due by next class meet. <ul style="list-style-type: none"> • Raw materials procurement, checking incoming products: quality, • quantity, delivery times, suppliers, order lists. • Field note observations of ongoing and forecasted purchasing strategies, to include management interview statements for industry perspective.

Lesson 8	
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
Objectives	Develop an understanding of production and labor costs in FB businesses and how they are positioned within FB budgeting and business plans.
Readings/Assignments	<i>Food and Beverage Management</i> Ch. 10

Lesson 9	
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
Objectives	Address the areas of financial management, control, and risk. Examine the aspects of fiscal compliance unique to international contexts.
Readings/Assignments	Dobson R., Lea, Hayes K., David: <i>Food and Beverage Cost Control</i> Wiley, 7th ed. 2019, Ch. 9 Due before next class meet: <ul style="list-style-type: none"> • Assignment 4: Analysis of CEMI working sheets and staff scheduling. • Submission of final project and slides due before next class meet.

Lesson 10	
Meet	In Class
Lecture	Managing and Maintaining Quality <ul style="list-style-type: none"> • Defining and measuring quality and consistency

	<ul style="list-style-type: none"> • Quality controls in the supply chain, on-site location, and service. • Quality in production and guest experience. <p>Review of current industry practices and impact of global events. Emerging trends and developments for future practices. Project presentations (business casual attire required).</p>
Objectives	Identify how quality is gaged, monitored, and improved in FB operations.
Readings/ Assignments	<i>Food and Beverage Management</i> Ch. 12-13

Lesson 11	
Meet	In class
Lecture	FINAL EXAM