

**AUF***The American
University of Florence***SYLLABUS**Rev. 8
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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: RESTAURANT MANAGEMENT****COURSE CODE: HPFBRM390****3 semester credits****1. DESCRIPTION**

This course examines the problems of the financial structures of restaurant management, in parallel with the objectives and techniques of the individual owner. The planning and decision-making tools available to managers in an organization and comparison between single or partnership managements will be discussed. Personnel organization and food preparation plans will be covered. The course is based on a double approach, combining theory and practice: students will be introduced to the basics of restaurant management and will be given the opportunity to discuss their ideas and questions with selected professionals who are successfully running their restaurant businesses in Florence. Extensive site visits to local restaurants be organized. This class includes experiential learning with CEMI.

2. OBJECTIVES

To provide students with an overview and understanding of the basics of restaurant management and career opportunities in the sector. By the end of the course students should be able to:

- Analyze the logical progression from restaurant concept development to operations.
- Gain knowledge of restaurant industry and service categories.
- Acquire the skills for building and managing a restaurant menu and beverage list.
- Define and plan front of the house and the kitchen organization.
- Build a business plan.
- Analyze and apply correct and appropriate pricing methods.
- Understand and apply team building and leadership skills in restaurant industry contexts.
- Gain awareness of service and guest relations in order to set high standards for FOH operations.
- Assess current and evolving uses of technology in the restaurant industry

3. REQUIREMENTS

This course does not require a prerequisite.

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):

Restaurant Concepts, Management, and Operations, 8th Edition - by John R. Walker. Wiley, 2017.

The textbook is mandatory for course participation and completion. Where applicable additional materials may be provided by the instructor.

FURTHER READINGS

Jagels, M.G.: *Hospitality Management Accounting*. Wiley, 2014.
Kotler, P., Bowen, J. Makens, J. Baloglu, S. *Marketing for Hospitality and Tourism*. Pearson, 2016.
Nelson, B. *Restaurant Management: The Myth, the Magic, the Math*. Wisdom Editions 2020.
Susskind, A. M. (Editor), Maynard, M. (Editor). *The Next Frontier of Restaurant Management: Harnessing Data to Improve Guest Service and Enhance the Employee Experience*. Cornell University Press, 2019.
Dobson R., Lea, Hayes K., David. *Food and Beverage Cost Control*. Wiley, 7th ed. 2019

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% Class Participation and Assignments
20% Midterm Assessment
20% Final Exam
20% Paper/Project

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

This course requires **Assignments** as per the course outline in the syllabus. Faculty may assign additional assignments as necessary to course delivery. Further details are provided in the course portal.

The **Midterm assessment** accounts for 20% of the final course grade. For submission details and deadlines consult the course site. The time and date of the submission cannot be changed for any reason.

The final **Paper/Project** accounts for 20% of the course grade.
Format: topic, length, guidelines, and due date will be provided on the course site.

The **Final exam** accounts for 20% of the final course grade. Exam formats may include short-answer and essay questions. For exam time and date consult the course site. The time and date of the exam cannot be changed for any reason.

10. COURSE OUTLINE

Lesson 1	
Meet	In class
Lecture	Evolution of restaurant industry in EU, Italy, and Florence. Florentine restaurant industry – categories (from casual to Michelin-starred), client targets, role of tourism. Restaurant conceptualization – concept, services, and reach: location analysis and strategy factors. Breakout session & post-breakout comparative reflection: local restaurant scenario
Objective	<ul style="list-style-type: none"> • Explore the philosophy behind restaurant proprietorship as a business choice. • Address the challenges of restaurant operations • Gain exposure to restaurant industry targets and segmentation • Explore the relationship between concept, market, and value in restaurant development • Understand the factors involved in defining a location
Reading/Assignments	<i>Restaurant Concepts, Management, and Operations</i> Ch. 1-2-3. Assignment 1: Research query on restaurant industry trends (ingredient-based area, driving concepts, restaurant interpretation and client communication). Consider ingredient availability, seasonality, and appeal in collecting observations. Due before next lesson.

Lesson 2	
Meet	In class
Lecture	The Menu <ul style="list-style-type: none"> • Planning • Categories • Pricing strategy • Design and layout Build-out session: for imagining and designing a menu, based on CEMI restaurant projects. Proposals to consider menu types discussed and a specified vision, concept, and outlook as well as any competitor-related factors.
Objective	Participate in an-depth examination of menu composition, driving factors, and implementation.
Reading/Assignments	<i>Restaurant Concepts, Management, and Operations</i> Ch. 4

Lesson 3	
Meet	In class
Lecture	Beverage Services in Restaurant Operations <ul style="list-style-type: none"> • Bar area and beverage service • Alcohol selections for menu development • Focus on Italian wine industry and role in restaurant industry locally and worldwide: wine, spirits, and beer specialties. Session focus on wines by the glass: The lab will have participants examine the various approaches to creating a wines by the glass list as an important menu feature. Themes, types, production, origin, and price ranges will be considered throughout.
Objective	<ul style="list-style-type: none"> • Identify factors to consider when planning alcoholic beverage services • Discuss methods for determining wine list pricing • Gain a clear understanding of Italy's unique role in the restaurant industry as a major wine producing country.
Reading/Assignments	<i>Restaurant Concepts, Management, and Operations</i> Ch. 10 Assignment 2: Create a list of Cocktails for a CEMI Aperitivo. Due before next lesson.

Lesson 4	
Meet	In Class
Lecture	Planning and equipping the kitchen <ul style="list-style-type: none"> • Kitchen layouts and flooring • Equipment • Safety and sanitation • Maintenance Introduction to the final project – themes, modalities, research requirements, format. Student-faculty discussion intended to define project expectations and initiate the research phase.

Objective	Conduct a full analysis of kitchens as a central point of restaurant operations.
Reading/Assignments	<i>Restaurant Concepts, Management, and Operations</i> Ch. 7

Lesson 5	
Meet	In class
Lecture	<p>Operations, Budgeting, Control</p> <ul style="list-style-type: none"> • FOH • BOH • Budgeting factors • Control processes <p>Group session: conducted with the aim of refining the FOH operations to be addressed in the final project.</p>
Objective	<ul style="list-style-type: none"> • Identify the main operations for front and back-of-the-house areas of restaurants. • Gain an understanding of budget development and the multiple variables of cost control to monitor including human resources.
Reading/Assignments	<p><i>Restaurant Concepts, Management, and Operations</i> Ch. 11</p> <p>Midterm Assessment assigned: Course (and reading) concepts applied to a restaurant context (Italy or your home city, in the latter case make sure to provide a background abstract on the establishment's positioning and industry category).</p>

Lesson 6	
Meet	In class
Lecture	<p>Restaurant Leadership and Management</p> <ul style="list-style-type: none"> • Organization • Recruiting FOH and BOH professionals • Staffing restaurants • Lessons learned from leading Italian restaurateurs and groups <p>Focus on job interviews: examining restaurant industry and role-specific standards. Groups will brainstorm and propose 2 sets of interview questions to be presented post-breakout through demonstration and roleplay.</p>
Objective	<ul style="list-style-type: none"> • Describe the characteristics of effective leaders • Acquire concepts of management approaches in the restaurant industry • Describe the processes for creating job and task analyses • Learn how to identify effective job descriptions and recruitment strategies.
Reading/Assignments	<i>Restaurant Concepts, Management, and Operations</i> Ch. 13

Lesson 7	
Meet	In class
Lecture	<p>Employee Training and Development</p> <ul style="list-style-type: none"> • Orientation, onboarding, and effective training programs • Management skills and strategies • Corporate mindset and short/long-term goals of employee advancement. <p>Guest Relations</p> <ul style="list-style-type: none"> • International service approaches and best practices in Italy • Client-customer relations, management, and problem-solving <p>Final project check-point session: Project concept in the form of an elevator pitch, with a short list of 2-3 main objectives. Prepare areas of concern, strengths, and weaknesses for faculty review.</p>
Objective	<ul style="list-style-type: none"> • Explore the meanings behind training efficacy and staff growth within a restaurant organization. • Gain a comparative understanding of international service approaches and factors of cultural diversity and competence.
Reading/Assignments	<p><i>Restaurant Concepts, Management, and Operations</i> Ch. 14</p> <p>Review client-customer practices outlined in CEMI manuals.</p> <p>Assignment 3, two parts: 1) Brief reflection on five effective & five ineffective training techniques you have experienced/observed, solutions and professional recommendations. 2) Based on assigned CEMI</p>

	dining services, prepare a client strategy brief according to varying targets and community constituents.
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Lesson 8	
Meet	In class
Lecture	<p>Restaurant Business Plan</p> <ul style="list-style-type: none"> • Types of restaurant business entities • Partners, investments, management structures • Business plan development • Legal issues in the restaurant industry <p>Simulation of restaurant startup: groups will be assigned to different stakeholder roles to collectively address an appropriate business plan applicable to an intended target category.</p>
Objective	Address the phases of business plan development and ownership structure of a restaurant.
Reading/Assignments	<i>Restaurant Concepts, Management, and Operations</i> Ch. 5 p. 130-142

Lesson 9	
Meet	In class
Lecture	<p>Restaurant Marketing Plans and Technology in the Restaurant Industry</p> <ul style="list-style-type: none"> • Four Ps of the marketing mix • Restaurant promotion • Restaurant industry technologies <p>Group session: Based on a restaurant case studies, address test marketing strategies for existing establishments and new restaurant projects (in testing, investment, or newly established phases).</p>
Objective	<p>Identify the marketing strategy of restaurant business plans.</p> <p>Review current and developing technologies utilized in the restaurant industry.</p>
Reading/Assignments	<p><i>Restaurant Concepts, Management, and Operations</i> Ch. 5 p. 143-149</p> <p>Assignment 4: Identify an emerging technology and analyze its potential as an industry standard, user advantages, and adaptability. Due before next lesson.</p>

Lesson 10	
Meet	In class
Lecture	<p>Legal, Financing, and Taxation Issues</p> <ul style="list-style-type: none"> • Fiscal management of restaurant businesses • Tax positions and obligations • Financing and leasing practices and regulations
Objective	<p>Analyze fiscal and financial aspects of a restaurant business.</p> <p>Explore issues impacting business value.</p>
Reading/Assignments	<p><i>Restaurant Concepts, Management, and Operations</i> Ch. 5 re-read 136-139 + Ch. 9</p> <p>Final project submissions are due before the final exam session.</p>

Lesson 11	
Meet	In class
Lecture	FINAL EXAM