

Restaurant Operations Management
HRT 464

Time and Location: Thursdays 1:30 PM, Sibley 409

Instructors: Mr. John Parmelee

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Office Hours: Monday and Wednesday 1: 00 – 3:00 & by appointment

Purpose of the course: This is an advanced food production and service techniques course to provide the student with realistic production, service and managerial experience. Students will be rotated through production and service stations and, as managers, will be required to plan menus, supervise preparation and service, handle customer relations, and prepare a preproduction and postproduction report. Staffing, merchandising, and cost control procedures are integral parts of the course. Upon successful completion of this course, students will have the theoretical and practical knowledge and skills to efficiently manage a food service operation.

Learning Goals:

1. Demonstrate knowledge of advanced principles and techniques of food preparation and service.
2. Read, plan for, and carry out, instructions from a variety of recipe resource according to acceptable standards of quality.
3. Demonstrate a clear understanding of terminology used in advanced food preparation and management.
4. Demonstrate knowledge of the use of materials, equipment, and products used in class and the lab.
5. Exhibit attributes of general employability including initiative, promptness, dependability, courtesy, and cooperation.
6. Relate scientific, psychological, sociological, and sound business principles to food preparation service management.
7. Demonstrate the importance of the customer in the design and running of a food service operation.
8. Demonstrate awareness and scope of the food service industry.
9. Review the key control areas of the management of food service systems.

Textbook: Restaurant Management by Robert Christie

Criteria for Evaluation:

Lab Grade 55%

Management Project 25%

Report 10%

Two Exams 10%

Course Perspectives:

There exist "perspectives" that form the context for business activities and study. Knowledge relating to such perspectives receives, to a greater or lesser extent, emphasis in all business and economics courses. To the extent specified on the matrix below, faculty in the department teaching this course cover these perspectives through examples, case studies, assignments or reading material. Similarly, a particular course may provide, in one way or another, opportunities for students to enhance their performance or understanding with respect to specified skills. For this particular course, the emphasis given to enhancing knowledge of selected perspectives and developing particular skills, ranging from none to high is as follows.

Skills Enhancement	N O N E	L O W	M O D	H I G H
Written Communication			X	
Oral communication				jX
Mathematical Analysis			X	
Statistical Analysis			X	
Computer Literacy				X
Team Building				X
Research Methods		X		
Analytical & Integrative Processes		X		

Knowledge Enhancement	N O N E	L O W	M O D	H I G H
Environment Context (social, political, economic, legal)		X		
Human Behavior				X
Global issues		X		
Ethical			X	
Diversity		X		
Financial Analysis			X	

ACADEMIC INTEGRITY

Students are forewarned that all opportunities for violations will be closely scrutinized and that violators will be subject to appropriate sanctions. Per the University's Undergraduate Catalog, the Plattsburgh State University of New York is dedicated to learning by all members of its community. In responding to this dedication, the University demands a high level of scholarly behavior and academic honesty on the part of students, faculty, and staff, and administrators. No form of academic dishonesty is acceptable.

Dishonesty includes, but is not limited to: 1. Cheating; 2. Plagiarism; 3. Submitting work, which does not cite references used in courses where reference materials are authorized; 4. Submitting work, which does not cite contributing members of the group in courses where group work is authorized; 5. Submitting work which has not been created solely by the individual seeking credit in courses where neither references nor group work are authorized; 6. Facilitating acts of academic dishonesty by others; 7. Tampering with the academic work of others.

Students involved in academic dishonesty will be penalized at the discretion of the instructor. This may result in any or all of the following penalties: 1. An "F" for the course; 2. Referral to the Office of Student Conduct; 3. Referral to judicial authorities; 4. Written notification to the Dean of the School of Business and Economics.

PHYSICAL OR LEARNING DISABILITIES

If you have any condition such as a physical or learning disability, which will make it difficult for you to carry out the work as I have outlined it or which will require academic accommodations, please notify me immediately so that I can assist you.

LEARNING PHILOSOPHY

I believe that we are a community of learners and that we all may learn from each other. In this classroom, we are all teachers and we are all learners. It is my job to facilitate your learning and it is up to each of you as an adult to be responsible for your own learning. I believe that people have multiple intelligences and that people learn in different ways and I strive to take these into account when I teach. In addition, I believe that a few guidelines will help all of us to have a better learning experience in this class. These guidelines include:

- Participate fully in the class by taking part in discussions, activities, etc.
- Treat other people and yourself with respect.
- Do the work asked of you in the class.
- No cell phones, talking or distracting behavior.

I am here as a resource person as well as to present course content and direct classroom learning activities. If you have any questions about the course, please ask me!

Tentative Schedule
Restaurant Operations I
Fall 2005

September 1	Orientation/ Vegetables, Salad, Dressing, Garnish
September 8	TBA
September 15	TBA
September 22	Entrées/ Desserts
September 29	Dinner <i>Learning Blast 1 (The Food Service Industry/ Organization of Food and Beverage Management)</i>
October 6	Dinner <i>Learning Blast 2 (Facility, Design, Layout, and Equipment)</i>
October 13	Dinner <i>Learning Blast 3 (Fundamentals of Management)</i>
October 20	Dinner <i>Learning Blast 4 (Food and Beverage Marketing)</i>
October 27	Dinner <i>Learning Blast 5 (Standard Product Costs and Pricing Strategies)</i>
November 3	Dinner <i>Learning Blast 1</i>
November 10	Dinner <i>Learning Blast 2</i>
November 17	Dinner <i>Learning Blast 3</i>
November 24	No Classes –Restaurant is Closed
December 1	Dinner <i>Learning Blast 4</i>
December 8	Dinner <i>Learning Blast 5</i>

POLICIES

Food preparation is a new experience for many students. To facilitate your work in the kitchen, we have prepared some guidelines of what the instructor will expect while you are working the in HRTM labs.

LAB STANDARDS

Proper Grooming:

- Uniforms must be pressed and clean.
- Shoes must be clean and polished.
- Nail polish and jewelry must be removed.
- Men must have a clean-shave face or a beard bag.
- NO facial jewelry – tongue, eyebrow, lip, etc. piercing.
- Hair must be properly restrained.

Sanitary Habits:

- Always wash hands before handling or preparing food.
- Keep hands away from face and hair while in the kitchen.
- Always step away from the work area while sneezing and coughing.
- Practice proper taste test procedures.

Supplies:

- Measure accurately to avoid waste.
- Concentrate on tasks and avoid carelessness.
- Organize materials before beginning the task.
- Read recipes completely before beginning.

Product:

- All food items should have a quality appearance and aroma.
- All food should have a pleasing taste and the appropriate texture.

Equipment:

- Do not use equipment without instructions.
- Keep attention focused on the task in order to avoid injury.
- Clean equipment thoroughly after each use.
- Replace equipment where it belongs.**

Emergencies:

- DO NOT PANIC!!**
- Notify instructor and follow instructions carefully.
- Be aware of emergency procedures before they are needed.

LAB SAFETY

Notify the instructor **immediately** if a student is involved in a lab accident. The following are areas where most accidents can occur.

Chemical Safety:

A Material Safety Data Sheet (MSDS) manual is located above the handwashing sink in the kitchen. The MSDS manual contains information about chemicals used in the facilities and first aid procedures should there be a chemical related accident.

Prevention Guidelines:

- Store all chemicals in the designated areas, never around food.
- Never mix chemicals with anything.

Slips and Falls:

Slips and falls often cause injuries. Extreme caution should always be taken in the kitchen or on wet floor surfaces.

Prevention Guidelines:

- Always keep containers covered when moving them.
- Always keep the floor clean and dry.
- Clean up spills immediately.
- Use wet floor signs after mopping.

Cuts:

Cuts are another common dining facility injury. Always use care when handling knives or sharp objects. There are bandages located in the restaurant kitchen.

Prevention Guidelines:

- Never use damaged or defective equipment.
- Do not pick up broken glass with your hands, use a broom and/or dustpan.
- Keep knives sharpened and properly stored. Wash your own knife and do not place it in the dishwasher.

Burns:

Burns can be caused by heat or chemicals and are usually caused by improper handling procedures. Always exercise proper safety procedures when handling hot items or chemicals.

Prevention Guidelines:

- Familiarize yourself with the equipment before use. Ask questions if necessary.
- Read labels before using chemicals if unsure.
- Never mix chemicals.
- Assume every pan is hot and handle with a dry towel. A wet towel will transfer heat rapidly.

Lifting:

Improper lifting of objects can result in several types of back injuries. Back injuries usually result in lost time and can become continuing problems for a lifetime.

Prevention Guidelines:

- Never attempt to lift very large or very heavy objects alone.
- Always lift with your legs, keeping your back straight while lifting.
- Do not carry loads bigger than you can handle.

Fire Safety:

Kitchen fire, although rare, is a possibility. Both the kitchen and the lab are equipped with automatic extinguishing systems. However, it is important to know how to locate and operate all of the extinguishing systems in both facilities.

Prevention Guidelines:

- Watch for accumulation of trash and linens.
- Use caution when handling flammable items such as sternos and gas lighters.
- Small fires should be extinguished with hand held extinguishers.
- If a fire is out of control, pull the red fire alarm box, 911 and clear the building immediately.

Foodborne Illness:**Preventive Guidelines:**

- Always handle food using proper sanitation techniques.
- Keep food covered and dated.
- Never allow food to reach the temperature danger zone.

ATTENDANCE & PUNCTUALITY

Attendance and punctuality are important to the successful completion of the laboratory experience. The lab instructor has the final say in all lab related policies and grades!

Absences: - You are expected to be at each lab, on time, and ready to work. The labs have a strict no absence policy. If you miss a lab session for ANY non-school related reason, there is no makeup and you will receive a zero for that lab day. If you intend to miss a lab session, you must still contact your instructor prior to your absence, so that we can reschedule around your absence. Contacting the instructor does not excuse you from the class.

School Function Absence - If you anticipate an absence from lab due to a school function (as described in the University of Plattsburgh Catalog), present written documentation from a school official to the instructor. The documentation should include the type of event that you will attend and the date of the absence. Absences for school functions may be made up without penalty and must be arranged no later than one week prior to the event.

Tardiness – If you arrive at lab after lab begins, one point will be deducted from your lab grade for every minute that you are late. The lab instructor will determine how many minutes you are late. Do not leave lab until you are dismissed by the instructor or you will receive a grade of zero for that lab session.

ATTITUDE & BEHAVIOR

Laboratory Conduct

The Classroom conduct Policy of the College will be enforced. Students are to display a positive attitude, teamwork, and common sense during lab experiences. This is important because we are actually serving the public and are evaluated by our customers at all times. Also, teamwork is what will make this lab a rewarding learning experience. Students are expected to display common courtesies toward their classmates during each lab session. Another important proper lab conduct is to NOT use profanity. Therefore, profanity will NOT be tolerated in this environment. Failure to follow this policy will not only affect a student's grade but also may result in the student's removal from the class.

Absolutely no consumption of alcoholic beverages or smoking on lab premises, during the day of your lab will be allowed. Smoking will only be permitted at the rear of the building (Sibley Hall) and only on breaks designated by the instructor. Please be aware that non-smokers are keenly aware of the smell of smoke. Especially if you are working in the front of the house you should have a mint before approaching customers.

Beverages – No open container beverages will be allowed. No beverages are allowed on any work surfaces. All beverages shall be kept in the back hallway.

Eating – There is no eating allowed in work areas. Snacking in the store room is not permitted. The lab period lasts for a long time, please eat before you come to the lab.

Dress Code:

In addition to attendance and punctuality, it is important that you report to each lab session in the proper uniform. Failure to do so will result in a deduction from your lab session grade.

General Requirements:

- a. Please keep your body clean; use a deodorant.
- b. Do not chew gum or nibble food during production and service.
- c. Students are responsible for their own possessions. DO NOT leave them behind in the lockers when you leave for the day.
- d. HRTM and Samuel D's will not be held responsible for lost or damaged personal items that are left in the restaurant, computer lab, food lab, lockers, offices or in other areas.

Women – Front of the House

- a. Black slacks. NO jeans, corduroys, low-riders, or stretchy pants.
- b. White clean and pressed button down shirt. NO knits or any other kind of white shirt.
- c. Black belt.
- d. Tie.
- e. Black socks.
- f. Black rubber soled shoes. NO sandals.
- g. A black service apron for HRT 362 and HRT 464.
- h. A plain white undershirt.
- i. At least two pens.

Women – Back of the House

- a. Black slacks. NO jeans, corduroys, or stretchy pants.
- b. White clean chef's coat
- c. Black socks
- d. Black rubber soled shoes. NO sandals or high heels
- e. Chef hat, hair must be restrained underneath your hat, long hair should be put up
- f. A plain white undershirt.
- g. No jewelry, wedding bands and small stud earrings acceptable.
- h. No fingernail polish, per health code.
- i. Solid white apron

Men – Front of the House

- a. Black slacks. NO jeans or corduroys.
- b. White clean and pressed button down shirt.
- c. Clean shaven face.
- d. Black belt
- e. Tie
- f. Black socks. NO white socks!!
- g. Black rubber soled shoes. NO sandals.
- h. A black service apron for HRT 362 and HRT 464.
- i. A plain white undershirt.
- j. At least two pens (HRT 362 and HRT 464)

Men – Back of the House

- a. Black slacks. NO jeans or corduroys.
- b. White clean chef coat.
- c. Clean shaven face. Beard must be covered with a beard bag.
- d. Black rubber soled shoes. NO sandals.
- e. Chef hat, long hair must be restrained.
- f. A plain white undershirt.
- g. No jewelry: wedding bands and small stud earrings acceptable.
- h. Solid white apron.

Student Management Project

Project Scope: This project is designed to provide students with an experiential management learning experience in this course. Students will work in groups of two that will be pre-assigned by the instructor at the beginning of the course. Both students will work together to plan the meal period and manage the operation from both the front and back of the house perspective. The planning process will include planning a special menu item for the evening, estimating and costing out the entire menu, and promoting the evening special to the campus community. The operations management component will involve one student managing the back of the house and one student managing the front of the house. A culminating activity will include a comparison of actual sales and costs to budgeted sales and related costs for the evening. In addition, the students will prepare a postproduction report that analyzes the overall operation from both a back of the house and front of the house perspective.

Pre Production Requirements

5 points **Menu Planning:** The students will work as a group to select an evening dinner special. Limitations are the availability of actual product and that the plate cost does not exceed \$5.00 total. The recipe for the special must be supplied to the instructor two weeks in advance for approval. In addition there will be two other standard menu items that will be served each evening. These menu items will be on a cyclical cycle and assigned in advance by the instructor.

3 points **Menu Costing:** Students will be required to forecast the total number of customers for their evening of operation. In addition they will be required to estimate the product required for each of the entrée items as well as the salad and bread. After the estimates are complete the students will then do a forecast of sales revenue and the related cost of the products required for the meal period. An Excel spreadsheet template will be utilized for this exercise (sample attached). The template is available from the instructor. This component *will be due the class period two weeks prior to the production date.*

3 points **Menu Promotion:** Students will be required at minimum to develop a standard flyer to promote their menu special as well as an email directed towards a specific target audience. Promotions will be required to be on a timely basis. Promotional ideas will be discussed further in the classroom.

8 points **Management Requirements:** The actual evening of the management project the front and back of the house manager will be responsible for specific duties. These duties are outlined in a separate document. The basic concept is that as a team the front and back of the house manager will be accountable for all facets of the evening of operation from opening to shut down.

Post Production Requirements

6 points **Post Production:** The postproduction report will consist of a complete analysis of the following:

- * Actual menu mix analysis and report
- * Comparison of budgeted revenue compared to actual derived revenue
- * In addition a narrative style report on operations from both the back of the house and the front of the house addressing the overall success of the evening will be required. This report will include a peer student grading form as well as a comprehensive review of the overall operations for the evening. This would include guest reactions and high and low points of the evening. A separate document outlining this process will be provided to students.

EMPLOYEE'S PERFORMANCE EVALUATION

DATE:

EMPLOYEE:

MANAGERS:

POSITION:

PERFORMANCE CATEGORIES	GRADE (0-100)	COMMENTS	
Attendance (10%)			
Student arrived on time and prepared for class.			
Initiative (20%)			
The ability and willingness to do what is necessary without being asked or reminded.			
Effort (15%)			
Student has put in a significant amount of effort into the lab work.			
Work Habits (20%)			
Considers safety of work habits, sanitation practices and good housekeeping in work area.			
Attitude (20%)			
Person's general attitude toward his/her job, total meal, fellow students.			
Uniform (20%)			
Student is dressed in proper uniform as stated in the lab guide.			

TOTAL % SCORE	
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DINING ROOM PROCEDURES

1. Approach table and welcome guests to Samuel D's
2. Pour water

3. Take beverage order
4. Serve and clear all beverages from the right side when possible
5. Explain the entire menu and ascertain guest entrée choices
6. Take orders starting with ladies first and go clockwise around the table
7. Enter complete menu into POS
8. Make certain order printed in kitchen
9. Bring bread to table
10. Pick up appetizers from hot food line approximately five minutes after placing order.
11. Always serve food from the left and clear from the right when possible
12. Notify hot food kitchen when bringing salads out to the table
13. Notify when salads have been cleared and ready to pick up entrees
14. Make certain guests have appropriate utensils
15. Serve entrees and check back to ascertain satisfaction
16. Offer coffee service
17. Serve dessert
18. Present check and inform the guest that you will settle check for them.

OPENING DUTIES

SECTION ONE

Check beverage inventory: soda, beer, wine and mil. Stock the ketchup, butter, cream, lemons and sugar packets. Brew coffee. Fill ice bucket and place on server counter with scoop. Set up tables 1-3.

SECTION TWO

Clean windows/doors with glass cleaner. Wipe down server trays. Bring out tray stands along with server trays. Stock tea bags and make sure box is stocked as well. Sweep server area. Set up tables 4-6.

SECTION THREE

Stock server alley: coffee cups, plates, ramekins, tea pitchers, coffee pitchers and water pitchers. Set up tables 7-9.

SECTION FOUR

Vacuum restaurant. Make sure sugar bowls are clean and full. Set up tables 13 – 15.

SECTION FIVE

Stock water glasses and wine glasses. Help expo fold napkins. Set up tables 16-19.

SECTION SIX

Stock silverware. Line the breadbaskets. Put butter on the tables. Set up rear dining room tables.

EXPO

Floral arrangements. Fold napkins

CLOSING DUTIES

SECTION ONE

Clean out refrigerator. Remove ice bucket and scoop and send through dishwasher. Make sure all tables are clean before leaving.

SECTION TWO

Send all trays through the dishwasher and bring to BOH. Empty all trash containers. Make sure all tables are clean before leaving.

SECTION THREE

Bring all dishes from server area to BOH. Make sure all tables are clean before leaving.

SECTION FOUR

Break down sugar bowls. Store sugar in a container and send all sugar bowls through the dishwasher. Make sure all tables are clean before leaving.

SECTION FIVE

Bring all glasses from server area to BOH. Clean the coffee machine. Make sure all tables are clean before leaving.

SECTION SIX

Break down salt and pepper shakers. Store salt and pepper in containers and send shakers through the dishwasher. Make sure all tables are clean before leaving.

EXPO

Clean expo area and mop server area.

DINING ROOM MANAGER DUTIES

Pre-Opening Responsibilities

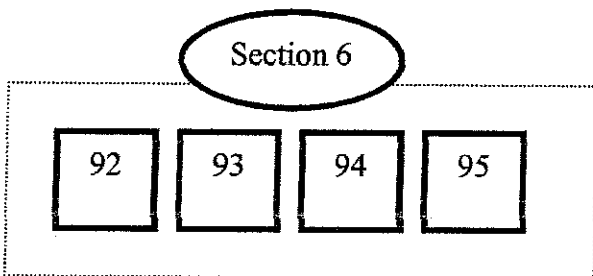
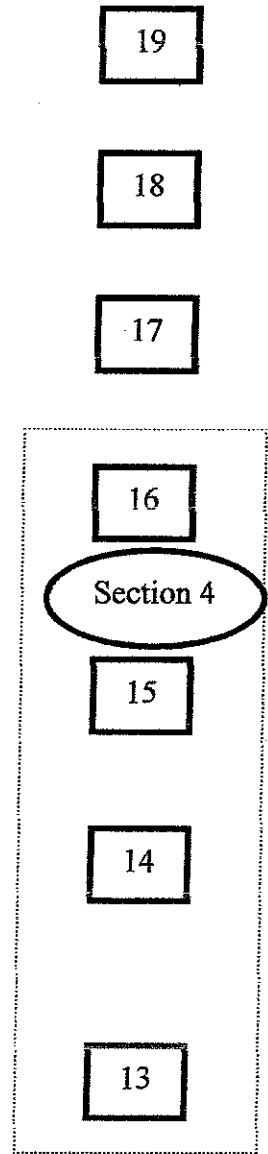
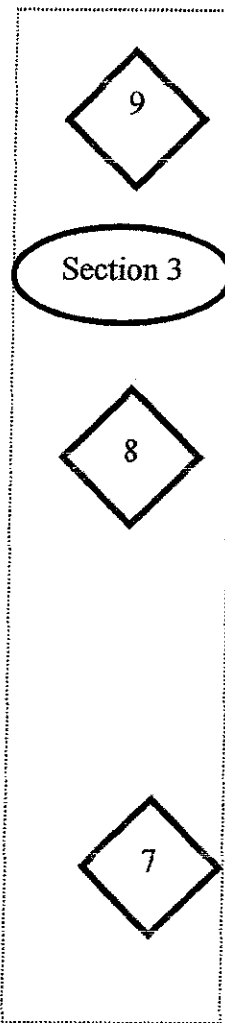
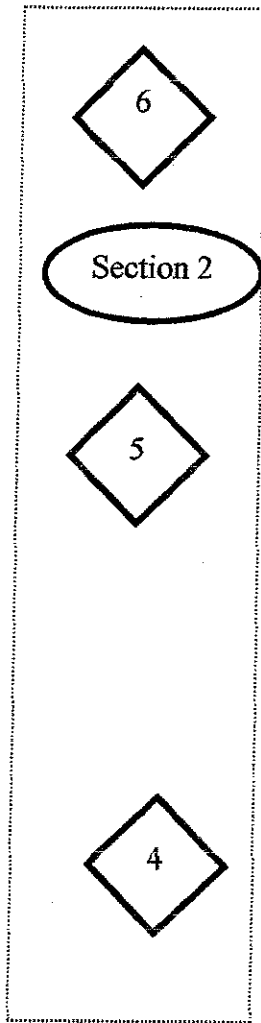
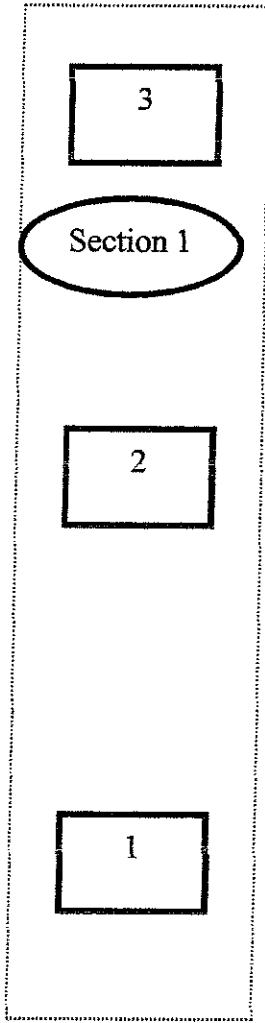
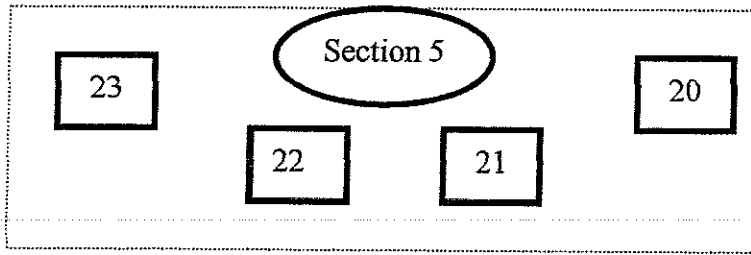
- 1. Assign Opening Duties**
- 2. Assign Tables to (Students Employee's)**
- 3. Make sure (Student Employee's) are aware of their duties, and how to perform them.**
- 4. If there are any absent students, arrange to have their task done by others.**
- 5. Have a server make up a model table.**
- 6. Help to arrange tables in the dining room.**
- 7. Check all of the tables after being set.**
- 8. Clear the walkways for safety/ possibly moving tables or chairs that are not being used.**
- 9. Sign into the POS/Count money**
- 10. Make sure all job tasks have been done prior to first guest arrival.**
- 11. If any student is behind, assign helpers or lend a helping hand yourself.**
- 12. Have Menu's /Wine List/ Tables Assignments/Duties prepared for guest arrival**

Operational Duties

- 1. Welcome guests to Samuel D's. Ask if they have a reservation/name/ as they enter.**
- 2. Ask guest if you can hang their coats?**
- 3. Escort the guest to their table with a menu for each guest, and a wine list for table.**
- 4. Tell the guest their server (name will be with them shortly)**
- 5. Tell server their table number has arrived.**
- 6. If there are walk-ins make sure kitchen is notified.**
- 7. Communicate with kitchen to make sure there is enough food/time.**
- 8. If we are unable to accommodate a walk in, apologize and tell them we are filled for the evening and suggest they reserve for a future date.**
- 9. Watch the tables making sure water/drinks are filled when needed.**
- 10. Close guest checks on the POS with Cardinal Cash, Checks, Credit Cards and Cash
Credit Cards white copy needs to be stapled to the bill, and put into register.**
- 11. After guest leaves make sure the tables are properly cleared.**

Post-Operational Responsibilities

- 1. Make sure all students know their closing responsibilities.**
- 2. With Professor Emery, run the end of the day summary; close out the credit card machine,**
- 3. Count money and ascertain all money and checks are accounted for.**
- 4. At this time most students have finish their closing jobs. Check to make sure the restaurant is completely clean and ready to be locked.**



Entrance →

Payment

We accept Mastercard and Visa

Payment by Credit Card:

1. Put credit card strip down and with the customer's name facing the numerical key pad.
2. Slide card and wait for prompt
3. Type in the last four digits of number and press function/enter key
4. Enter payment amount and press function/enter key
5. Retain top (signed) copy and place in register

Credit Card Reports

1. Press function/enter key
2. Press 2 then 3 (wait for print-out)
3. Press 4 (wait for print out)
4. Press clear key then 9, then function/enter
5. Press 1 then function/enter key and item count and wait until print-out

Running Cardinal Cash

1. Press the Taxable Payment key and Enter
2. Enter the amount and Enter
3. Swipe the student's ID card

Taking Payment

1. Press the table number (on the top right of the customer receipt)
2. Press the payment key
3. Enter payment amount and then press the payment type (i.e. cash, credit card, cardinal cash, gift certificate, etc.)

You are responsible for the ending balance. Count your drawer before and after your shift. Only one person should be operating the register.