

ITEM		
1. Title of subject	Planning and Control for Food and Beverage Operations	
2. Subject code	464	
3. Status of subject	Core	
4. Stage	Diploma	
5. Credit Hour	5.71	
6. Pre-Requisite	NIL	
7. Assessment	100% Final Examination	
8. Semester	Semester 3	
9. Objective of subject	To help students to understand the complexities of controlling the products, labour and revenue in Food and Beverage Operations.	
10. Synopsis of subject	Covers the principles and procedures involved in an effective food and beverage control system, including standards determination, the operating budget, cost-volume-profit analysis, income and cost control, menu, pricing, theft prevention and labour cost control.	
11. Details of subject	Contents	Hours
Week 1	Topic: Chapter 1 – THE CHALLENGE OF FOOD & BEVERAGE OPERATIONS	4
	Learning Outcomes: After completing this unit, students will be able to : <ul style="list-style-type: none"> • Identify differences and similarities between commercial and non-commercial food service operations. • Describe the basic responsibilities of managers in a full-service hotel. • Identify characteristics that distinguish hotel food and beverage operations from freestanding restaurant. 	

	<p>Activity: Role – play Optional Test</p>	
	<p>Further reading for this lesson: Trends in the Hotel Industry –USA Edition 2002 (San Francisco: Hospitality Asset Advisors, Inc, 2003.</p>	
Week 2	<p>Topic: Chapter 1 – THE CHALLENGE OF FOOD & BEVERAGE OPERATIONS</p>	4
	<p>Learning Outcomes:</p> <p>After completing this unit, students will be able to :</p> <ul style="list-style-type: none"> • Distinguish revenue centres from supports in hospitality organisations. • Describe the management tasks, involved in planning, organising, co-ordinating, staffing, directing, controlling, and evaluating. • Provide an overview of multi-unit hospitality operations. • Review the role and impact of technology in today’s food and beverage operations. 	
	<p>Activity: Optional Test</p>	
	<p>Further reading for this lesson: Hotel and Catering Institutional Management Association http : www.hcima.org.uk</p> <p>The Educational Foundation of NRA http : www.nraef.org</p> <p>Lodging Food and Beverage http: www.lodgingnews.com/lodgingfnb</p>	
Week 3	<p>Topic: Chapter 2 – THE CONTROL FUNCTION</p>	4

	<p>Learning Outcomes:</p> <p>After completing this unit, students will be able to :</p> <ul style="list-style-type: none"> • Identify the resources managers use to attain organizational objectives. • Identify the tools managers use to plan organizational objectives. • Explain how control procedures help managers asses operational results. • Describe the basic steps in the control process. • Identify issues that managers consider when designing control systems. <p>Activity: Case study Review Questions</p> <p>Further reading for this lesson: About Management – http: www.management.about.com Business Know-How – http: www.businessknowhow.com</p>	
<p>Week 4</p>	<p>Topic: Chapter 3 – DETERMINING FOOD AND BEVERAGE STANDARDS</p> <p>Learning Outcomes:</p> <p>After completing this unit, students will be able to :</p> <ul style="list-style-type: none"> • Explain how managers use standard purchase specifications as costs control tools. • Explain how managers use standard recipes and portion control techniques as cost control tools. • Determine standard yields for food products. • Calculate the cost per servable pound of a food product. <p>Activity: Problem solving Review Questions</p> <p>Further reading for this lesson: Micheal L. Kasavana and John J. Cahill, Managing Technology in the Hospitality Industry 4th ed.</p>	<p>4</p>
<p>Week 5</p>	<p>Topic: Chapter 3 – DETERMINING FOOD AND BEVERAGE STANDARDS</p>	<p>4</p>

	<p>Learning Outcomes:</p> <p>After completing this unit, students will be able to :</p> <ul style="list-style-type: none"> • Use an adjustment factor to increase or decrease the yield from a standard recipe. • Calculate standard portion costs and standard menu item costs for food items on the basis of standard recipes and standard portion sizes. • Identify the functions of files typically maintained by recipe management software applications. • Explain how managers use standard food and beverage costs and ideal food and beverage costs to evaluate actual results of operations. <p>Activity: Optional Test</p> <p>Further reading for this lesson: Berg Company – http : www.berg-controls.com FoodSoftware – http : www.foodsoftware.com</p>	
<p>Week 6</p>	<p>Topic: Chapter 4 – OPERATIONS BUDGETING AND COST-VOLUME-PROFIT ANALYSIS</p> <p>Learning Outcomes:</p> <p>After completing this unit, students will be able to :</p> <ul style="list-style-type: none"> • Describe the importance and function of an operating budget as a planning and control tool. • Distinguish bottom-up budgeting from top-down budgeting. • Identify factors that managers consider budgeting process. • Identify how fixed, variable, and mixed costs change in response to and changes in the sales volume of a food and beverage operation. <p>Activity: Progress Test 1</p> <p>Further reading for this lesson: Chapter 7 of Raymond S.Schmidgall's Hospitality Industry Managerial Accounting, 5th ed. Business Tools.org http: www.businesstoolsorg/breakeven/breakeven.html</p>	<p>4</p>

<p>Week 7</p>	<p>Topic: Chapter 5 – THE MENU: THE FOUNDATION FOR CONTROL</p> <hr/> <p>Learning Outcomes:</p> <p>After completing this unit, students will be able to :</p> <ul style="list-style-type: none"> • Explain how a system of food service control points helps managers carry out critical functions on a daily basis. • Describe factors that influence menu planning and strategies and identify internal and external factors that influence menu changes. • Calculate a base selling price for menu items using simple mark-up pricing methods. • Calculate a base selling price for menu items using the contribution margin pricing method. <hr/> <p>Activity: Review Questions Optional Test</p> <hr/> <p>Further reading for this lesson: Micheal L. Kasavana and Donald I.Smith, Menu Engineering (Okemos,Mich :Hospitality Publications,1982) Barrington Software,Inc – http: www.cooker.com/menu_planning.htm Power Menu – http : www.powermenus.com</p>	<p>4</p>
<p>Week 8</p>	<p>Topic: Chapter 6 – PURCHASING AND RECEIVING CONTROLS</p>	<p>4</p>

	<p>Learning Outcomes:</p> <p>After completing this unit, students will be able to :</p> <ul style="list-style-type: none"> • Explain how effective purchasing practices affect the bottom line of a food and beverage operation. • Describe procedures related to the purchasing cycle and identify purchasing responsibilities within a food and beverage operation. • Identify factors that food and beverage managers should consider when selecting a supplier. • Identify factors that food and beverage managers should assess when purchasing food products. • Calculate the quantities of food products to purchase using the minimum / maximum ordering system. <p>Activity: Optional Test</p> <p>Further reading for this lesson: Food and Beverage Network http: www.foodtrends.com</p> <p>Food Purchasing,Preparation and Storage(beef) http : www.beeftips.org/purch-prep.html</p> <p>Net Grocer http : www.netgrocer.com</p>	
<p>Week 9</p>	<p>Topic: Chapter 7 – STORING AND ISSUING CONTROLS</p> <p>Learning Outcomes:</p> <p>After completing this unit, students will be able to :</p> <ul style="list-style-type: none"> • Identify the objectives of a storage system for food service operations. • Explain how an inventory classification system helps food service managers design cost-effective inventory control procedures. • Distinguish between “directs” and “stores” in relation to the inventory systems of food and beverage operations. • Describe procedures for maintaining product quality during storage. • Calculate an inventory turnover rate. 	<p>4</p>

	<p>Activity: Review Questions</p> <hr/> <p>Further reading for this lesson: Berg Company – http: www.berg-controls.com CostGuard – http: www.costguard.com MSI – http: www.msisolutions.com</p>	
Week 10	<p>Topic: Chapter 8 – PRODUCTION AND SERVING CONTROLS</p> <hr/> <p>Learning Outcomes:</p> <p>After completing this unit, students will be able to :</p> <ul style="list-style-type: none"> • Analyze trends to estimate food production requirements. • Use the weighted time series method to estimate food production requirements. • Describe the importance and function of food product planning. • Identify important control procedures for food and beverage production areas. • Identify important control procedures for food and beverage service areas. <hr/> <p>Activity: Optional Test</p> <hr/> <p>Further reading for this lesson: Action Systems, Inc – http: www.actionsystems.com ChefNet – http: www.chefnet.com Culinary Software Services – http: www.culinarysoftware.com</p>	4
Week 11	<p>Topic: Chapter 9 – CALCULATING ACTUAL FOOD AND BEVERAGE COSTS</p> <hr/> <p>Learning Outcomes:</p> <p>After completing this unit, students will be able to :</p> <ul style="list-style-type: none"> • Calculate the basic monthly cost of sales for food and beverages. • Use the FIFO method to calculate the value of products in inventory. • Use the LIFO method to calculate the value of products in inventory. • Use the weighted average method to calculate the value of products in inventory. 	4

	<p>Activity: Progress Test 2</p> <hr/> <p>Further reading for this lesson: NIL</p>	
Week 12	<p>Topic: Chapter 9 –CALCULATING ACTUAL FOOD AND BEVERAGE COSTS</p> <hr/> <p>Learning Outcomes:</p> <p>After completing this unit, students will be able to :</p> <ul style="list-style-type: none"> • Identify adjustments used to calculate a monthly net cost of sales for food and beverages. • Identify factors that affect daily calculations of actual food and beverage costs. • Describe how current technology helps managers monitor beverage costs. <hr/> <p>Activity: Calculation Test</p> <hr/> <p>Further reading for this lesson: Cyberchefs Electronic Union http: www.marscafe.com/php/foodcost/cost.html The Epicurus Group – http : www.epicurus.com/pros.controlcosts.html Food Reference – http: www.foodreference.com/html/artfoodcost.html</p>	4
Week 13	<p>Topic: Chapter 10 – CONTROL ANALYSIS, CORRECTIVE ACTION AND EVALUATION</p> <hr/> <p>Learning Outcomes:</p> <p>After completing this unit, students will be able to :</p> <ul style="list-style-type: none"> • Identify the types of standards that food and beverage managers use to evaluate the results of operations. • Explain how managers determine which variances from cost standards should be thoroughly analyzed. • Identify factors food and beverage managers consider when analyzing variances between standard costs and actual costs. • Identify factors food and beverage managers consider when taking corrective action to control operations. 	4

	<p>Activity: Problem Solving Review Questions</p> <p>Further reading for this lesson: BetterManagement.com – http: www.bettermanagement.com</p> <p>Cornell Hotel and Restaurant Administration Quarterly http: www.hotelschool.cornell.edu/publications/hraq</p> <p>Flexible Budgets and Variance Analysis http: www.uncc.edu/rgschroe/ph8.ppt</p>	
Week 14	<p>Topic: Chapter 11 – REVENUE CONTROL</p> <p>Learning Outcomes:</p> <p>After completing this unit, students will be able to :</p> <ul style="list-style-type: none"> • Describe revenue control procedures typical of food and beverage operations with manual guest check systems. • Explain how point-of-sale technology simplifies guest check control systems. • Distinguish server banking from cashier banking systems. • Explain how managers use daily cashier report as revenue control tools. • Describe how managers use point-of-sale reports as revenue control tools. <p>Activity: Review Questions</p> <p>Further reading for this lesson: Action Systems, Inc – http : www.actionsystems.com Menusoft Systems Corporation – http: www.menusoft.com</p>	4
Week 15	<p>Topic: Chapter 12 – PREVENTING THEFT OF REVENUE</p>	4

	<p>Learning Outcomes:</p> <p>After completing this unit, students will be able to :</p> <ul style="list-style-type: none"> • Describe some of the ways bartenders can steal, and identify precautions managers can take to reduce this kind of theft. • Explain how shopper services work and why food and beverage operations use them. • Describe some of the ways food and beverage servers and other staff can steal, and identify precautions managers can take to reduce this kind of theft. <p>Activity: Progress Test 3</p> <p>Further reading for this lesson: Business Security Publications – http : www.employeetheft.com</p> <p>Employee Theft Anonymous – http: www.etheft.com</p>	
<p>Week 16</p>	<p>Topic: Chapter 12 – PREVENTING THEFT OF REVENUE</p> <p>Learning Outcomes:</p> <p>After completing this unit, students will be able to :</p> <ul style="list-style-type: none"> • Describe some of the ways guests can steal, and identify precautions food and beverage managers can take to reduce this kind of theft. • Describe cash control procedures appropriate for food and beverage operations. <p>Activity: Review Questions</p> <p>Further reading for this lesson: Crime Doctor – http : www.crimedoctor.com</p> <p>King County, Washington, Prosecuting Attorney http : www.metrokc.gov/proatty/fraud/employee.htm</p>	<p>4</p>
<p>Week 17</p>	<p>Topic: Chapter 13 – LABOUR COST CONTROL</p>	<p>4</p>

	<p>Learning Outcomes:</p> <p>After completing this unit, students will be able to :</p> <ul style="list-style-type: none"> • Describe how food and beverage managers use staffing tools such as job description, job specifications, and organization charts in planning for labor cost control. • Describe how food and beverage managers use recruitment and selection tools to ensure that the most qualified applicants are hired for open positions. • Explain how orientation programs, training programs, and employee performance evaluations help control labor costs. • Explain how food and beverage managers can increase staff productivity by simplifying work processes and revising performance standards. <p>Activity: Review Questions and Optional Test</p> <p>Further reading for this lesson: E. Kazarina, Work Analysis and Design for Hotels, Restaurants, and Institutions (Westport, Conn: AVI, 1969). Adventures in Hospitality Careers http : www.hospitalityadventures.com</p>	
<p>Week 18</p>	<p>Topic: Chapter 14 – IMPLEMENTING LABOR COST CONTROLS</p> <p>Learning Outcomes:</p> <p>After completing this unit, students will be able to :</p> <ul style="list-style-type: none"> • Explain how food and beverage managers determine labor standards. • Identify factors food and beverage managers consider when constructing a staffing guide. • Distinguish between fixed and variable labor in relation to food and beverage operations. <p>Activity: Optional Test</p> <p>Further reading for this lesson: Datavision Technologies, Inc. – http : www.datavisiontech.com TimeManagement Corporation – http : www.timemgmt.com</p>	<p>4</p>
<p>Week 19</p>	<p>Topic: Chapter 14 – IMPLEMENTING LABOR COST CONTROLS</p>	<p>4</p>

	<p>Learning Outcomes:</p> <p>After completing this unit, students will be able to :</p> <ul style="list-style-type: none"> • Explain how food and beverage managers use staffing guides as labor scheduling tools. • Explain how food and beverage managers use staffing guides as labor cost control tools. 					
	<p>Activity: Progress Test 4</p>					
	<p>Further reading for this lesson: Cash Trrap – http : www.trrap.com Cost-Watch Restaurant Reports – http : www.cost-watch.com</p>					
<p>Week 20</p>	<p>Topic: REVISION CLASS</p> <p>Learning Outcomes:</p> <ul style="list-style-type: none"> • After completing this unit, students will be able to revise the topics and the main points covered in this subject. <p>Activity: Trial Exam</p> <p>Further reading for the lesson: NIL</p>	<p>4</p>				
	<p>Total</p>	<p>80</p>				
<p>12. Text</p>	<table border="1"> <tr> <td data-bbox="532 1121 727 1213"> <p>Compulsory</p> </td> <td data-bbox="727 1121 1300 1213"> <p>Jack D. Ninemeier () <i>Planning and Control for Food and Beverage Operations</i>, (7th Edition).</p> </td> </tr> <tr> <td data-bbox="532 1213 727 1365"> <p>Reference</p> </td> <td data-bbox="727 1213 1300 1365"> <p>http : www.gmt.com http : www.guestware.com http : www.foodservice.com http : www.ei-ahla.com</p> </td> </tr> </table>	<p>Compulsory</p>	<p>Jack D. Ninemeier () <i>Planning and Control for Food and Beverage Operations</i>, (7th Edition).</p>	<p>Reference</p>	<p>http : www.gmt.com http : www.guestware.com http : www.foodservice.com http : www.ei-ahla.com</p>	
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