Instructors:
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Dr. Jean Hertzman
Mohsen Azisoltani
Yen-Soon Kim
Donald Wood
Lisa Moll
Andrew Moreo
Audrey Alonzo
Mark Peck
??????

Staff:
Kitchen Manager: Chef Shag Shigenaga, Phone: 895-3503, Office: BEH 231A Kitchen
Accounting: Mrs. Veronica Becerra, Phone: 895-3782, Office BEH 453

Attention Please!
Many of the questions that you will have throughout the course of the semester can be answered in this course syllabus. Please consult the syllabus for answers to common questions before contacting the instructors. There will be a test on the content of this syllabus on the second day of class.

CHINESE PROVERB
“Tell me, I forget; Show me, I remember; Involve me, I understand”

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COURSE DESCRIPTION
In this course students practice the application of established standards, techniques, and practices for large quantity food production and restaurant operations management. Students participate in the sales, production, and service of meals in varied environments including fine dining, casual table service, and catering. Minimum of six hours of laboratory per week are required. Course may be repeated for a maximum of six credits. Lab fee is required.

Prerequisites: FAB 159, FAB 160, FAB 461, HMD 259, TCA 380, majors only. 3-credits.

OBJECTIVES
This course is intended to be a capstone for the food service portion of the FAB curriculum. As such, it will draw on most of the disciplines you have studied throughout your academic career. You will use, in an operational environment, your knowledge of sanitation, safe food production, accounting and financial management, personnel management, production scheduling, kitchen and dining room operations and management as well as effective planning and leadership.

It is very important to remember that this is a classroom and you are here to not only apply the skill and knowledge that you have already learned, but also to learn new skills that will assist you as you move forward in your hospitality career. Each and every individual in this course brings a particular skill set with them. Your instructors will work diligently to recognize and utilize these skills while at the same time assuring that you will be exposed to new areas of restaurant operations that may be new. Teamwork, effective communication, trust and hard work will be the cornerstones of this capstone course and we look forward to a great semester with you all.

Student Outcomes
By the conclusion of this course students will be able to:

- Compare and contrast the scope of various dining systems.
- Take part in various foodservice events within an operational lab class setting.
- Propose and practice different routines/techniques in food preparation.
- Propose and practice different routines/techniques in food service.
- Analyze purchasing and inventory techniques.
- Practice effective dining room management.
- Categorize and measure menu management and development results.
- Practice effective communication technique guest/customer relations.
- Evaluate food service subsystems.(Purchasing, receiving, inventory, production, etc.)
- Demonstrate the use of beverage in service and food preparation.
- Demonstrate the use of appropriate forms, food and recipe cost, inventory, and menu plans.
- Practice safe food preparation techniques
- Select food items for particular recipes and properly execute a variety of dishes
- Understand the structure of a recipe and apply costing procedures
- Utilize various computer applications such as Word and PowerPoint
• Develop knowledge and skills in navigating applicable websites and webpage development
• Work effectively within a group setting to prepare a research presentation for the class
• Design, coordinate and manage within a team, a minimum of one complete restaurant service
• Plan, direct, organize, execute, control, and evaluate foodservice and beverage operations

PRINCIPLES OF MANAGEMENT
As this course is intended to give each student practical management experience, each student should keep in mind the following core principles of management:
• Planning
• Organizing
• Directing and Motivating
• Coordinating
• Controlling and Evaluation

ADMINISTRATION
Student teams will plan, organize, and execute the operation of lunch service in the Boyd Dining Room which will be open to their classmate as well as a limited amount of public customers for lunch from 11:15 to 12:45 and for dinner service from 5:45 to 7:15. Exact hours of operation may vary throughout the semester. Each student team will have an opportunity to operate a restaurant for a day. Throughout the duration of the semester you will rotate between all stations of the restaurant including both front and back of the house. I encourage you to think of it more like a banquet than a restaurant as you will only be doing one service and themes will change daily.

STUDENTS WITH DISABILITIES
The Disability Resource Center (DRC) determines accommodations that are “reasonable” in promoting the equal access of a student reporting a disability to the general UNLV learning experience. In so doing, the DRC also balances instructor and departmental interests in maintaining curricular standards so as to best achieve a fair evaluation standard amongst students being assisted. In order for the DRC to be effective it must be considered in the dialog between the faculty and the student who is requesting accommodations. For this reason faculty should only provide students course adjustment after having received this “Academic Accommodation Plan.” If faculty members have any questions regarding the DRC, they should call a DRC counselor. UNLV complies with the provisions set forth in Section 504 of the Rehabilitation Act of 1973 and the Americans with Disabilities Act of 1990. The DRC is located in the Student Services Complex (SSC-A), Room 143, phone (702) 895-0866, fax (702) 895-0651. For additional information, please visit: http://drc.unlv.edu/.

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under University policies. To familiarize yourself with copyright and fair use policies, the University encourages you to visit its copyright website at: http://www.unlv.edu/committees/copyright/

**RELIGIOUS HOLIDAYS POLICY**
Any student missing class quizzes, examinations, or any other class or lab work because of observance of religious holidays shall be given an opportunity during that semester to make up missed work. The make-up will apply to the religious holiday absence only. It shall be the responsibility of the student to notify the instructor no later than the last day of late registration of his or her intention to participate in religious holidays which do not fall on state holidays or periods of class recess. This policy shall not apply in the event that administering the test or examination at an alternate time would impose an undue hardship on the instructor or the university which could have been avoided. For additional information, please visit: http://catalog.unlv.edu/content.php?catoid=4&navoid=164.

**TUTORING**
The Academic Success Center (ASC) provides tutoring and academic assistance for all UNLV students taking UNLV courses. Students are encouraged to stop by the ASC to learn more about subjects offered, tutoring times and other academic resources. The ASC is located across from the Student Services Complex, #22 on the current UNLV map. Students may learn more about tutoring services by calling (702) 895-3177 or visiting the tutoring web site at: http://academicsuccess.unlv.edu/tutoring/.

**UNLV WRITING CENTER**
One-on-one or small group assistance with writing is available free of charge to UNLV students at the Writing Center, located in CDC-3-301. Although walk-in consultations are sometimes available, students with appointments will receive priority assistance. Appointments may be made in person or by calling 895-3908. The student’s Rebel ID Card, a copy of the assignment (if possible), and two copies of any writing to be reviewed are requested for the consultation. More information can be found at: http://writingcenter.unlv.edu/

**FINAL EXAMINATION**
Your Final Exam will be given on July 9th at the start of your class.

**REBELMAIL**
By policy, faculty and staff should e-mail students’ Rebelmail accounts only. Rebelmail is UNLV’s Official e-mail system for students. It is one of the primary ways students receive official university communication such as information about deadlines, major campus events, and announcements. All UNLV students receive a Rebelmail account after they have been admitted to the university. Students’ e-mail prefixes are listed on class rosters. The suffix is always @unlv.nevada.edu

**UNIVERSITY PROPERTY AND SECURITY**
If caught misappropriating State property, the student will be dropped from the College. The University may also wish to press formal charges. If you purchase items used in operation, you will be reimbursed for this purchase (if you have a proper receipt). Once you have been reimbursed, those
items purchased become property of the University of Nevada, Las Vegas. No reimbursement will be made without proper receipt of purchase and strict adherence to UNLV policy.

*Students should not bring valuables, personal items unrelated to course activities, or book bags into the building.* The University of Nevada, Las Vegas staff and/or faculty will not be held responsible for the loss of personal items or valuables.

All books, papers, notebooks, and class-related items should be kept secured during the class. If you have valuables that must be locked please let Chef Swift know so that you can place your items in his office during class hours.

**ALCOHOL AND DRUG USE**

Students who consume any type of alcoholic beverages, use illegal drugs during class time, or attend class intoxicated will be immediately dropped from the course and sent to the university disciplinary board with recommendation for expulsion. Please do not come to class under the influence.

**INSURANCE**

The University of Nevada System does NOT carry insurance for students working in laboratories. This includes the Hotel College kitchens, dining rooms, and lounge/bar. Each student will have to provide his/her own coverage. If you are not covered by a family policy, you should purchase student insurance from the University. Information is available from the registrar’s office. Although our safety record has been good, there is always a chance that an injury could occur that results in a trip to the hospital. Should an incident such as this occur, the University will not pay for the expenses incurred; it will be the responsibility of the student.

**RECOMMENDED CULINARY REFERENCE TEXT AND MATERIALS**

1. *Professional Cooking*, 6th or newer edition, Wayne Gisslen, Wiley Publisher
2. *Food For Fifty*, any edition by Mary K. Molt, Wiley Publisher
3. Handouts as given in class or posted on Blackboard.

**ACADEMIC INTEGRITY**

Any student suspected of cheating, plagiarism, or any other form of academic dishonesty will be reported to the Office of Student Conduct, and will undergo a thorough investigation. Any student proven to have committed an act of academic dishonesty will receive a grade of “F” for the semester, and will be referred to appropriate academic authorities for further appropriate punishment. Please refer to the UNLV Student Handbook for other information on Academic Honesty.
TEAM BREAKDOWN AND EVENT SCHEDULE

8 Total Individual Team Events

The class will be divided into teams. There should be 8 teams of 10 students. Students in each team will work together throughout the semester and will be chosen by the instructor randomly. Each team will be responsible for the duties associated with their weekly assignment depending on placement based on the station list below. Please note that of the 8 events that we will have you will be a guest in the dining room for 4 of the events.

1. Management Team (Sample of breakdown for larger groups. Smaller groups will consolidate)
   a. General Manager
   b. Dining Room Manager
   c. Marketing Director/Print Material/Website
   d. Executive Chef
   e. Pastry Chef
   f. Lead Line Cook
   g. Chief Steward
   h. Host/Greeter
   i. Beverage Manager
   j. Entertainment

2. Servers
3. Servers
4. Culinary Staff
5. Dining Room Guest
6. Dining Room Guest
7. Dining Room Guest
8. Dining Room Guest

SERVICE SCHEDULE

Special Service: June 12th MIXER for UNLV and SINGAPORE STUDENTS
Service #1 June 18th
Service #2 June 19th
Service #3 June 24th
Service #4 June 25th
Service #5 July 1st
Service #6 July 2nd
Service #7 July 3rd
Service #8 July 8th
COURSE ORGANIZATION

• Each team will spend a minimum of one service in each of the stations listed above but may repeat a particular station depending on the number of services performed over the course of the semester.
• The Management Team is responsible for the coordination of the entire day’s service. This includes: theme, style of service, menu planning, purchasing, ordering, receiving, food preparation, bar and dining room setup, overall kitchen and dining room operations during service, establishing and meeting sales goals, staffing assignments and evaluation, cleanup and breakdown of kitchen and dining room, and much more.
• On the first operation day, half of the management team members will be in charge of the front-of-house operations. The other half of the management team members will be in charge of the back-of-house. It will be up to each individual team to determine for their group who will be in charge of each area of operation for their day of service. This does not only apply to the Management Team but to each operational team and is generally directed by the Management Team for the week and their selected menu and style of service.

UNIFORM REQUIREMENTS

Required uniform items have been ordered for you and will be provided during the first week. Students not in full and proper uniform for service will not be allowed to participate in the service for that day. Students sent home for not being in uniform will receive a zero for the service day resulting in a loss of up to 100 points.

Back of the House (kitchen)
- Skull Cap White (all hair must be restrained properly)
- UNLV Chef Coat (Clean and wrinkle free with name Embroidered)
- Black Chef pants
- Apron White full length

Shoes must be solid black, with not trim or color of any kind. Upper material must be made of leather or other non-porous material, no canvas or cotton materials and also have a non-slip sole.

Front of the House (dining room)
- Black slacks or skirt, pressed (must be approved by instructor)
- Red UNLV Polo Shirt
- Black dress shoes
- Black socks
- Black apron (for servers and runners provided by UNLV)
- FOH management staff should dress in appropriate business attire (this does not include special themed events approved by your instructors).

Professional Appearance (Front- and Back-of-house)
- Hair properly maintained and restrained
- Clean shaven or well-groomed facial hair for men
• Clean, pressed clothing at all times
• Personal-hygiene appropriately maintained
• No excessive make-up, cologne/perfume or jewelry

PARTICIPATION IS MANDATORY
Daily Performance points are assigned based on student participation in lecturer and lab activities, failure to attend class will result in the *forfeit of these points at a rate of up to 100 points per class*. Repeated absence can reflect a lack of academic progress and may result in a failing grade. Students who miss 2 classes will be give an incomplete (I), for the course and required to make up that work in the following semester. Absences of 3 or more will result in a failing grade for the course and the retaking of the complete course in the following semester.

Should a situation arise where the student knows that they will be late, the student should contact the instructors by phone prior to the start of the class period. If you have a true emergency or illness and must miss class, you should notify the instructors in advance as soon as possible. If proper protocol has been followed, the instructors may allow you to make up the hours by working extra prep work or catering hours during another FAB 467 event/course. The instructors will follow all university policies regarding making up work due to absences for religious holidays or school- sponsored athletic and extracurricular activities.
GRADING

Participation
Each student will be graded based on the following criteria:  

**DUE DATES**

- Resume w/Headshot 25 points Due Wednesday, June 11th
- POS Assignment 50 points Due Tuesday, June 17th
- Attitude Active Daily Participation 250 points (Absences = -100/Partial Day Absence= -50)

Total Points Possible = 325 total participation points possible

Academic Evaluation

- Quiz 1 The Syllabus 25 points Given Wednesday, June 11th
- Quiz 2 “At Your Service” PPT 25 points Given Thursday, June 12th
- Poster 50 points Due Friday, June 13th
- Pre-Event Report 150 points Due Friday, June 13th
- PPT presentation 50 points Due Tuesday, June 17th
- Website Setup/Development 50 points Due Wednesday, June 18th
- Post-Event Summary Reports 50 points Due Wednesday, July 9th
- Final Workbook 100 points Due Wednesday, July 9th

Academic Evaluation points =500 total academic evaluation points possible

Performance Evaluations

- Instructor Evaluation of Managers 75 points
- Self-Evaluations 20 points covered at post event meeting
- Management Team Evaluation (peer) 80 points

Performance evaluation points =175 total performance evaluation points possible

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**GRADING SCALE**

| 93-100   | A   |
| 90- 92.9 | A-  |
| 87- 89.9 | B+  |
| 83- 86.9 | B   |
| 80-82.9  | B-  |
| 73-76.9  | C   |
| 70-72.9  | C-  |
| 60-69.9  | D   |
| 60 or below | F |

*a grade of C or better is required for the successful completion of this course*

Extra Credit is not offered in this course
STUDENT MANAGEMENT RESPONSIBILITIES ADMINISTRATIVE
This includes, but is not limited to, the following:

1. **Create a Team Charter**
The charter will be written and signed by the whole team and turned in to the instructors by the beginning of the second day of class. This charter must include:

   a. The Team name and the Theme

   b. Team Mission Statement - This should be as focused as possible, no more than one or two sentences.

   c. Roles and responsibilities for the team coordinator. This person will be responsible for communicating the team’s progress with the instructors, ensuring that his/her fellow team members are completing their assignments in a correct and timely manner, and any other jobs deemed appropriate by the team.

   d. Roles and responsibilities of all other team members. This should be specific as to job titles but also to how all planning, organizing, supervising, and report writing duties are divided between team members. It should specifically list who is responsible for what on the actual day of the meal.

   e. The Group Norms or standard operational procedures. Rules of conduct (norms) for communication and meeting deadlines as well as for when any team member does not honor the terms and conditions of the team charter (e.g. a teammate does not attend scheduled team meetings or does not complete assigned duties properly or on time.) Included should be the procedures and processes for dealing with issues that might arise.

   f. Also include detailed procedures for how the group will meet the deadlines outlined in the guidelines for the meal project.

The team will be evaluated on the quality of the charter itself and its adherence to the charter.

2. **Create Pre-Event Management Report** (see Guidelines /Rubric Page 18 and 19)

3. **Create Post-Event Management Report** (see Guidelines/Rubric Page 21)

4. **Communication Guidelines**

   a. Management teams should be in communication with instructors via email, phone, and/or in person throughout the week before their event day. If students fail to communicate with instructors, appropriate points will be deducted from that student’s grade.
b. Appropriate email communication is very important. Both instructor and student materially benefit from its availability. It is a form of communication that is widely used in business and thus you must learn to use it in a business-like manner. It is mandatory that your email communications to the instructors be in a business-like format.

5. **Requirements for email correspondence are as follows:**
   a. Inclusion of a subject.
   b. The body of the message must use appropriate grammar, punctuation and spelling.
   c. The sender’s name must appear below the body of the message, with an email address to which you would like the reply sent if different from the origin of the message.
   d. This means that the kind of messages you text in a more casual setting is not acceptable for email communication with the instructor. If your message does not conform to these standards it will be returned with a request to reformat it.

6. **Budgetary and Financial Objectives:**
   Management teams should operate under the specified budget guidelines listed on the following 2 pages.
7. **Menus Developed and Printed**
   Menu printing will be done in the manager’s office, BEH 226A. Comment Cards will be provided.

8. **Requisitions and Ordering Procedures:**
   a. Requisition should be submitted on standard requisition form by each group’s student executive chef to your Chef Instructor by the beginning of class June 16th via email. Email title should be as follows: Requisition.Singapore.Team1.morning.xlsx. Team number will vary from 1-8 and morning or afternoon will reflect your course start time. Requisitions should include Food/Non-Food, Linen and a separate Alcoholic beverage requisitions if appropriate.

   b. Freezer pulls and product consolidation must be done prior to operation day in accordance with the schedule provided by your instructors. Management teams should make arrangements to work in the kitchen with Chef Shag. All team members must be present and in full kitchen uniform in order to get full credit for this portion of your project. Students will be allowed to work in the kitchen for up to 3 hours on the day they setup for their event. Remember this is mandatory for the management team and participation points will be deducted for team members that do not participate, up to 50 points.

9. **Management Team Additional Activities:**
   a. Management teams are encouraged to arrive early to begin preparation for their event day. Time schedules are to be determined by the management team but 1 hour prior is recommended. Appropriate prep-time will be dictated by the management team’s prep-schedule, as approved by instructor in Pre-Event Management Report. Students should notify instructors of the time that they will begin pre-prep. Management teams may not REQUIRE their staff to arrive early, but they may encourage them to do so.

   b. Management team should be organized and prepared, with relevant check-lists and standardized recipes at the beginning of operation day and remember employee training manual should be distributed to each staff member 2 days prior to their event via BlackBoard and a printed hard copy should be brought the day of service to be submitted after class.

   c. Create and distribute employee schedule. Employee schedule should be distributed to each staff member 2 days prior to your event via Blackboard as part of the training manual.

   d. Have a printed copy of your opening and closing checklists ready to be completed and initialed by the supervising instructor at the end of your event.

   e. One All-Staff meeting will take place exactly at the start of each class that has an event to execute. **Do not be late or you will be sent home.** This meeting provides the management team the opportunity to review the day’s activities and answer staff questions for the entire group.

   f. Separate BOH and FOH meetings will be held with appropriate departments prior to opening on event day (delegate tasks, answer staff questions, etc.), this meeting is generally held at
immediately after the all staff meeting but is left up to the discretion of the managers in terms of timing.

g. Lunch specials will be plated and presented to the staff at 11:00 sharp, dinner service samples will be plated at 5:15. Please be prepared to share associated information on the dishes with the FOH staff and allow for sampling to be done. At this time the FOH managers should confirm the way in which the menu items will be entered into the POS and any question can then be answered by the Management Team.

10. **Non-Alcoholic Beverage and menu specials developed:**
Standardized recipes developed and approved by instructor, ingredient requests reflected on purchase requisition and all information included in Pre-Event Management Report.

Beverage specials can be offered but must be outlined in your pre-event report/sales forecasts.

11. **Other Work Duties on Non-Management Week:**
Work as assigned on the other meal functions in accordance with the management team of the day: be on time, prepared, and in proper uniform. Each student will be evaluated throughout the operation day by instructor and management team responsible for that event day.

12. **Evaluations:**

a. Each student in the class will complete a peer evaluation of the members of their management team at the end of the meal functions. This will help to indicate how well the class felt that the management team effectively managed their staff on their operation day. This form must be completed and submitted to the FOH instructor at the end of each operation day by each member of the management team. Total Points possible are 80 and will be determined by averaging the total scores for each category and adding them together.

b. A copy of the form can be found on page 24 of your syllabus. Failure to complete the evaluation form in a fair and objective manner will affect student’s daily participation grade for that day. Please include comments on the back of this form. If you rated an area as “Poor”, please explain your rating.

13. All groups are expected to work as a team and all students are expected to contribute equally to all stages of the group’s service management project. All pre-event and post-event reports should be completed by each member of the team equally, as each member will receive the same grade. Should there be any conflict within the group; the instructor will act as a mediator. In the event that one of the group members refuses to participate equally, the remaining group members may recommend that member be removed from that project. A group member that has been removed from their group will receive a zero for that activity and all related points and likely fail the course. Final decisions will be made by the instructor on a case-by-case basis.

14. **General Knowledge and Line Up:**
a. All students must possess and demonstrate the appropriate pre-requisite skills and knowledge. Specifically, students will use the skills and knowledge obtained in previous FAB classes, including, but not limited to, recipe costing, recipe converting, kitchen equipment knowledge, human resources laws and practices, safety and sanitation standards, etc. These skills will not be re-taught to students, as this is a capstone course, intended to pull together all of the information that students have learned up to this point in their education at the William F. Harrah College of Hotel Administration. If you feel that you need a review of the skills and knowledge required for this course, please notify the instructors, and they will provide recommendations for review materials.

b. On meal days: Students are expected to report to the instructors and management teams in charge at promptly 8:30 am or 3:00 pm respectively depending on your section, dressed properly, and sign-in if required. Students are expected to prepare menu items, in a timely manner, according to standardized recipes and direction of management team. Students are expected to maintain College sanitary standards through-out the day, including, but not limited to the following: Keep counter-tops and sinks clean at all times during service; keep inventory of food items used in your station; return leftovers to proper storage area and assist the management team with a final inventory of items. Students are expected to maintain a positive attitude at all times, and assist instructor and other students with additional tasks as needed. Students should not leave class until they have been dismissed by the management team and instructors.

15. Mandatory POS/MICROS Training in the Computer Lab:
   A. Mandatory POS/MICROS training in computer lab. 2 sessions at 1 hour each to be completed any time before the first service. Additional Details will be discussed in class. If you have any questions please do not hesitate to ask either of your course instructors.

16. Budget Guidelines
All management teams must follow the proper Hotel College and University policies when purchasing items for their management day. If done properly, the team should not spend any personal money for their event other than for decorations or printing. In order to receive reimbursement for money spent on operational items, students must submit an itemized receipt to the FOH instructor on their respective event day. Reimbursement may take up to one week. Students will NOT be reimbursed for the printing of any pre-event reports.

Details of specific sales goals and budget guidelines will be discussed in class prior to your event. Each type of event will offer a unique revenue generating opportunity and cost analysis approach for the management team and it is therefore difficult to offer one set of guidelines other than standard food cost, sales goals and fixed labor costs. We will discuss various dining room setting such as Buffets, Banquets and A’ la Cart menus and how best to approach the fiscal issues associate with each setting. Many of the decision related to these areas will be left up to the Management Teams as they work with their instructors.

BUDGET GUIDELINES
THIS IS ONLY A SAMPLE: DO NOT COPY ITEMS THAT DO NOT APPLY
REVENUES
The expected revenues will vary by function. The sales forecast must be broken down into the projections for the number sold of each menu item times the expected amount sold. The total sales should be calculated using the template shown and discussed in class. The following is a sample revenue projection assuming the Guest count = 150 and the average check = $7.25

**PROJECTED FOOD SALES**

\[ 150 \times 7.25 = 1050.00 \]

**PROJECTED BEV SALES**

\[ 75.00 \]

**TOTAL PROJECTED INCOME**

\[ 1125.00 \]

PRODUCTION BUDGET:

Food Costs

Guest Food Cost - the function’s food cost percentage should average approximately 40% of projected food sales and no higher than 50%.

So in this example 40% x $1050.00 = $420.00 is available for food purchases

- Guest Food Cost $420.00
- Recipe Testing $75.00
- Employee meal $100.00
- Food Total $595.00

Other Costs: Include these as a Fixed Cost as we will be required to make these purchases

- Kitchen Towels $25.00
- Printing of Training Materials $25.00
- O/H & Office Supplies $25.00
- Total Other Expenses (Fixed) $75.00

**TOTAL PRODUCTION EXPENSES**

\[ 670.00 \]
SERVICE BUDGET

<table>
<thead>
<tr>
<th>Item</th>
<th>Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>Beverage Cost</td>
<td>$ 19.00 (est. at 25% of bev. Sales forecast)</td>
</tr>
<tr>
<td>Decorations</td>
<td>$ 25.00</td>
</tr>
<tr>
<td>Linen</td>
<td>$ 50.00</td>
</tr>
<tr>
<td>Printing of Menus/Flyers</td>
<td>$ 15.00</td>
</tr>
<tr>
<td>Printing of Training Materials</td>
<td>$ 0.00 previously done</td>
</tr>
<tr>
<td>Uniforms/Laundry Aprons</td>
<td>$ 25.00 (This is a fixed cost)</td>
</tr>
</tbody>
</table>

TOTAL SERVICE EXPENSES $134.00

TOTAL EXPENSES $804.00

BUDGET SURPLUS

In this example the budget surplus would then be $321.00
Book Report Video Assignment  PUT TOGETHER WORKBOOK INSTEAD
Your completed Pre-Event Management Report is due at the beginning of class Tuesday, June 17th. It can be printed in black and white or color and must be professionally bound, (samples will be provided). The final version will also be included in your Post-Event Management Report with the additional requirements listed for that portion of the course. Both reports should be completed by all members of the management team, cooperatively where appropriate and in your table of contents please outline who was responsible for each section of the report. Management Teams will also be presenting their event in PPT format, an example will be provided to you. Your report must include tabs identifying the section for easy grading or you will automatically lose 25 points. Late reports will not be accepted. Please use this grading rubric as your guide for developing your report and the tabs.

_____ /15 Cover sheet/Table of Contents with tabs
  o FAB 467 Boyd Dining Room, Pre-Event Management Report, Date of Event, Names of Management Team and a picture that represents your theme

_____ / 15 Recipe Cost Analysis Sheets
  o Complete and correct costing for each menu item on a separate Recipe Cost Analysis Worksheet.
  o Invoice copies will be provided to ensure proper costing.

Standardized Recipes
  o List each recipe on a separate page.
  o Be specific about ingredients and tasks, and include proper portions and quantities indicated.
  o All standardized recipes should be typed, complete, and follow the Standardized Recipe Form.

Purchase Requisitions
  o Includes all kitchen items that need to be ordered must be submitted at least 2 weeks before event day. Linen and special FOH service items that are not in inventory should be ordered from the FOH instructor 2 week before event day in person.

Menus
  o Include prices and descriptions. This is a copy of the EXACT menus that will be presented to the guest; (food menu and wine list with beverage special).
  o Prices should be based on the MP=FC/FC% formula derived from the Recipe Cost Analysis Worksheets. Students should aim for a Food Cost of no more than 40%.

_____ / 15 Position Assignments and Job Descriptions (for each station)
  o Job descriptions, duties, and expectations. Detailed job description and list of duties to be performed in each position.
  o Each position should have a separate, detailed description. This information will be helpful for each student employee on meal day, so as to eliminate confusion of job duties/expectations/tasks.

Employee schedule
  o List of each employee, their position, uniform requirements, and their scheduled time to report to the management team.
Station Prep List (for all positions)
  o Specific and detailed list of instructions and prep work that must be completed before operation on event day

Station To-Order List (for all kitchen positions)
  o Detailed list of what each position/employee will be preparing, as well as specific instructions as to how to prepare each item.

Plate-up Examples (either photos or drawings)
  o Visual display of how each menu item should appear on the plate.
  o This may take the form of a photograph or a detailed, reasonable drawing.
  o Note: This will help each kitchen employee with regards to how they will plate-up each item.

Preparation Timeline
  o Detailed timeline of every employee, in every position/at every station. This should take into account the entire preparation time, from start of preparation to pre-shift walkthrough.

Employee Training Manuals
  o This should be exactly what each employee will receive prior to event day, and should be specific to each position. Guidelines are provided on page 20 of the class syllabus.

Sales Forecast
  o Forecast of the level of business (i.e. how many covers) the management team expects to serve on their event day. This should take into account the time of year, their level of marketing, and any special events or circumstances that may be occurring.

Marketing Plan
  o Should include a detailed description of what marketing efforts the management team plans to engage in, as well as sample promotional materials.

Management principles embraced by your team
  o Detailed explanation from each member of the management team as to how they plan to embrace standard management principles on event day. (What measures will they take to plan, organize, direct, and control for their positions?).
  o SWOT Analysis of your event: Please address the fundamental components of your events Strengths, Weaknesses, Opportunities and Threats as you see them prior to your service.

/ 150 Total Points Possible
EMPLOYEE TRAINING MANUAL/JOB DESCRIPTION GUIDELINES

You should provide each employee with a training manual 2 days prior to your event; this is to be posted to BlackBoard. Manuals should be specific to the position the employee is to fill on that day. Your completed Employee Training Manuals must be typed using Times New Roman 12 point font. You will be allowed to work with the established training manual sample posted on BlackBoard but exact copies are not acceptable.

There is no set length for manuals, as long as the following information is included:

1. Cover sheet
   FAB 467
   Date of Event
   Title Training Manual
   Names of Management Team

2. Prep sheets and Closing Checklists:
   Include items that apply to the specific position being addressed in the training manual:
   • BOH Prep Sheet Checklist
   • FOH Set-up Checklist
   • BOH Closing Duties Checklist
   • FOH Closing Duties and Side-work Checklists

3. Employee schedule, job duty and job description
   • Should include the employee’s name, position, uniform requirements, and the time they are scheduled to report to the management team.
   • Should be applicable to the employee position specified in the training manual.

4. Timeline and task list
   • Should be applicable to the position specified in the training manual.

5. Dining room seating chart/floor plan
   • Should include table numbers and bar seat numbers if applicable.

6. Menu
   • Should be representative of the actual menu to be used on the event day. Include wine list with beverage special.
TRAINING MANUAL TIPS

STAFFING GUIDELINES TIPS
Staffing decisions will be left up to the discretion of the management team. All management teams should keep a record of which student performs which position; no student should fill a position more than once.

The following are suggestions dictated by previous event days.
- Typical BOH positions:
  - Executive Chef (management team member)
  - Chef Steward (management team member)
  - Garde Manger
  - Wok Cook
  - Fry
  - Pantry
  - Dessert
  - Stewarding

- Typical FOH positions:
  - General Manager (management team member)
  - Beverage Manager (management team member)
  - Service Manager (management team member)
  - Server
  - Host / Hostess
  - Runner
  - Busser
  - Bartender
  - Cashier

HUMAN RESOURCE MANAGEMENT TIPS
Remember to train your staff, and delegate tasks. This is one of the most challenging areas for all new managers as they tend to do as much work as possible themselves. Practice your skills of persuasion.
Do not try to do everything yourself; that is not management in action. It is fine to lead by example but one person cannot do it all.

Avoid verbal and of course physical abuse of employees. Communication is the key in this industry, as it is in many. Practice the art of communication and management. Allow your staff to feel appreciated and foster a genuine desire on their part to see you succeed and you will be amazed at the amount of work that can be accomplished.
Take care of your staff, and they will take care of your guests. This old saying is true almost always.

A bad attitude can be passed from the kitchen to the servers and ends up at the guest. Avoid the common FOH vs. BOH problems when you can. We are all here to do our best and to see to it that the guests have a pleasurable experience.

Organization and teamwork start at the top of any organization and flow down to the bottom. If you are not organized and prepared, your staff will know, and your event day will not go smoothly.

MARKETING IDEAS AND SUGGESTIONS
  o Flyers (tastefully done, following appropriate regulations)
  o Radio (campus and local)
  o Newspaper
  o Bulk email/Twitter/Facebook
  o Bistro VIP Tickets
  o Alumni mailing list

ALL MARKETING MATERIALS MUST BE APPROVED BY INSTRUCTOR PRIOR TO BEING USED TO MARKET YOUR EVENT
DINING ROOM OPENING CHECKLIST AND GUIDELINES EXAMPLE

DO NOT COPY AND PASTED FOR YOUR CHECK LIST, USE IT ONLY AS A GUIDE

- Remember to set up tables and chairs straight and exactly the same
- Inspect lighting; set appropriate lighting level.
- Vacuum before set up, and ensure the floor is free of debris before service begins.
- Set music (appropriate selection and volume).
- Check beverage supply
- Ensure that appropriate fruit garnishes have been cut and stocked.
- Ensure that dish racks are set-up by the dish station
- Need appropriate rack for each type of glassware used.
- Ensure that all MICROS printers are supplied with ample paper.
- Ensure that all blinds are even and neat, wall partitions are shut and even.
- No credit card tips are accepted.
- Remember to hold a FOH meeting with all FOH staff to ensure appropriate knowledge of menu specials and beverage offerings.
- Have menus and specials printed; must be professional and on a high quality paper.
- Servers should be able to describe menu offerings to guests.
- Servers should be able to answer guest questions regarding ingredients, food allergies, cheese selection, etc.
- Prior to service make sure all storage doors are closed,
- Count and sign for cash bank.
- Perform a restroom inspection prior to operation.
- Staff should inform each guest of any special service style, so that there are no problems or surprises when items arrive at the table.

KITCHEN OPENING CHECKLIST AND GUIDELINES EXAMPLE:

- Turn on all needed equipment
- Gather food products
- Set up dish machine
- Outline service on whiteboard
- Set up cutting boards
BOH CLOSING CHECKLIST AND GUIDELINES EXAMPLES

DO NOT COPY AND PASTED FOR YOUR CHECK LIST, USE IT ONLY AS A GUIDE

- All foods properly labeled, wrapped, and stored in proper area.
- All Kitchen equipment cleaned properly.
  - Range Tops
  - All Sinks (in sinks)
  - Steam Table and Service Line
  - All Pots and Pans
- Refill items used
  - Squeeze Bottles (olive oil, blended oil)
  - Tasting Spoons
- All equipment turned off properly
- All drawers supplied with proper utensils
- All stainless steel surfaces and walls wiped clean
- All garbage and trash removed from kitchen
- Outside garbage area clean and sanitary
- Sweep and mop kitchen floors; do not walk over mopped area
- Kitchen is ready for next use; looks as if you were never there
- Note: If you do not know, ask for help!
- All staff members will participate in clean up; no one leaves until dismissed.

FOH CLOSING CHECKLIST AND GUIDELINES:

- All dirty dishes, glasses, and utensils have been cleaned and replaced.
- Polish glasses and utensils before replacing.
- Table tops and bar should be clean.
- Bar surfaces and sinks should be clean and sanitized.
- Submit liquor and linen count to FOH instructor.
- Replace outside chairs, tables, and heaters.
- Ensure that dirty linen has been bagged and placed in appropriate area.
- Turn off and clean coffee pots, juice dispenser, and soda dispenser.
- Inspect service area for dirty dishes, linen, etc.
- Turn off dish machine, TVs, and music.
- Vacuum dining room.
- Dining room, bar, and service area should be ready for next use.
- Return all china and silver to the storage room.
**Instructor Evaluation/Grading Form Management Team Responsibilities on Event Day**

<table>
<thead>
<tr>
<th>Team Name: ____________________</th>
<th>Date of Event: ____________</th>
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</thead>
<tbody>
<tr>
<td>____ / 10 Employee training manual and schedule distributed prior to event.</td>
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<tr>
<td>____ / 10 All Purchase Requisitions submitted on proper forms to instructors on time. Requisitions must be submitted separately via email to Chef, hard copies should be brought in on the day of your pulls from the freezer and deliveries.</td>
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<tr>
<td>____ / 5 Freezer/product was pulled from inventory and all FOH supplies coordinated on the scheduled day. All team members were present.</td>
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<tr>
<td>____ / 10 Management team arrived early to begin preparation for their event day. Appropriate prep-time dictated by the management team’s prep-schedule, as approved by instructor in Pre-Event Management Report. Students notified instructors of the time that they will begin pre-prep.</td>
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<tr>
<td>____ / 10 Management team organized and prepared, with relevant check-lists and standardized recipes at the beginning of operation day. BOH and FOH clean-up checklists completed with 100% accuracy.</td>
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<tr>
<td>____ / 10 BOH and FOH staff meetings held prior to opening on event day (record attendance, delegate tasks, answer staff questions, etc.), including complete staff meeting held at 8:30 a.m. and 3:30 p.m. on event day (BOH and FOH; sample specials, communication between FOH and BOH, etc.).</td>
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<tr>
<td>____ / 5 Menu Print Material Quality (food menu and wine list with beverage special when appropriate; on good quality paper, professional appearance).</td>
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<tr>
<td>____ / 15 Ability to train, delegate, and supervise staff at an appropriate level for a capstone course. Managers transferred management theory into practice as they lead their staff. Managers felt comfortable delegating and guiding employees and communicated clearly. Managers directed rather than trying to do all the work themselves.</td>
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</table>

__________ / 75 **Total for Instructor Evaluation**

**Management Team Self-Evaluation:**
How do you feel you performed as managers leading up to and during your event. This area is to be discussed with your instructor and is worth 20 points.

| Self-Evaluation | _________ / 20 Total | _______ % |
| Instructor Evaluation | _________ / 75 Total | _______ % |
| Peer Evaluation | _________ / 80 Total | _______ % |

| Total Team Grade | _________ /175 Total | _______ % |
## Management Team Evaluated:
Name: ____________________________

### Evaluation of Management Team on Event Day

Date: ______________________________

Your Name: __________________________
Your Position: ________________________

* After completion, submit directly to FOH Instructor.

<table>
<thead>
<tr>
<th>CRITERIA</th>
<th>4 points</th>
<th>3 points</th>
<th>2 points</th>
<th>1 points</th>
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<tbody>
<tr>
<td><strong>Attendance and Punctuality</strong></td>
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<td>On time &amp; prepared on event day</td>
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<td><strong>Dress Code</strong></td>
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<td>Wearing proper attire / neat and clean</td>
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<td>Hair properly restrained</td>
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<td>No excessive makeup or jewelry, etc.</td>
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<tr>
<td><strong>Preparation</strong></td>
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<tr>
<td>Management meeting / instruction</td>
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<td>Paperwork ready to go</td>
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<td>Organization</td>
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<td>Delegation</td>
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<td><strong>Management</strong></td>
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<td>Leadership</td>
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<td>Efficiency</td>
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<td>Communication</td>
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<tr>
<td>Data</td>
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<tr>
<td><strong>Work Performance/ Initiative</strong></td>
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<tr>
<td>Dealt with problems as they occurred</td>
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<td>Offers constructive suggestions</td>
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<tr>
<td>Shows pride in performance</td>
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<tr>
<td><strong>Attitude/ Cooperation</strong></td>
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<td>Shows positive attitude in class</td>
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<tr>
<td>Eager to assist where and when needed</td>
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<td>Flexible when change takes place</td>
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<tr>
<td>Guest Relations</td>
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<tr>
<td>Employee Relations</td>
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Subtotal Points: _______ _______ _______ _______ _______

### TOTAL POINTS /80

**Student Evaluators:** Please calculate the total score out of 80.
POST-EVENT MANAGEMENT REPORT GUIDELINES

Your completed Post-Event Management Report is due at the beginning of class one week after your event day. It should be professionally bound, printed in color and include a cover and a backing. It should be completed by all members of the management team cooperatively when appropriate. A sample will be provided.

NOTE: Projects will be rejected if they do not include the mandatory cover page, including the group name, service title, student managers and area of responsibility for the event and the report, date, course and instructors. Also include a table of contents and insert tabs for each section. In the appendix please include your pre-event management report, photos of your event, management team and dishes, as well as your printed PowerPoint and a copy of your training manual.

Food & Beverage Financials / Sales Report: It should display the following:
- Number of each menu item sold on event day
- Food & Beverage cost for each menu item (as dictated by Recipe Cost Analysis Worksheets)
- Menu price for each menu item (should be actual price displayed on menu)
- Total profit for each item
- Total revenue
- Other pertinent information includes copies of food receipts, invoices from deliveries, MICROS reports, kitchen checks, guest checks, etc.

Comment Card Evaluation
- Include an average of comment card responses, as well as a sample comment card used on your meal day. Data evaluation should be displayed in a histogram.

Budget Report
- Include a breakdown of the production budget for your operation day.
- Include printing costs, cost for garnishes and/or specialty beverage items, etc.

Clean-up checklists for event day (initialed by your instructor on that day).

Manager’s evaluation of meal day:
- Brief report of each student, the position they filled, their strengths and weakness, as well as other incidents that occurred on meal day.
- Include areas in which you feel you excelled, as well as areas in which you feel you could improve.
- Discuss marketing efforts as related to the success/failure of the event.

Menu, food items and marketing
- A copy of the menu for the day
- Photographs of each dish with description (special only)
- A photograph of the management team the day of the event
- Photographs of the actual event (minimum of 10 total; no maximum)
- A copy of all flyers, cards or other related marketing materials.

Also to be included:
- Your final and revised training manual
- A copy of your pre-event report
- A printed version of your power point with 6 slides per page
Student Executive Chef Folder Checklist
Must be completed by the day of your event

Student Chef will have all items presented in a folder with tabs and a table of contents outlining and addressing each of the key points listed here for the kitchen staff only. This manual will be your guide on the day of your event. Please include a cover page and a table of contents. Contents sections are listed below.

I. Menu
   • Completed menu with item descriptions.
   • Completed sketches of your proposed item presentations
   • Plate selection for service.

II. Standardized Recipes
   • All standardized recipes should be typed, complete, and follow the Standardized Recipe Form.
   • List each recipe on a separate page with the associated station that will be producing it.
   • Be specific about ingredients and tasks, and include proper portions and quantities indicated.
   • Sample sketches of cut items, such as vegetables, as is necessary. Remember most of your culinary staff has never worked in a kitchen before and the clearer and simpler the directions the better.

III. Recipe Cost Analysis Sheets
   • Completed recipe costing on standard costing form.
   • Calculated menu item prices.
   • Prices should be based on the Menu Price = Food Cost ÷ Food Cost % formula derived from the Recipe Cost Analysis Worksheets. For example if you are trying to develop a Menu Price (MP) for soup, and the Food Cost to produce 1 serving is $1.00 and your desired Food Cost (FC) is 40% we divide the FC by the FC% and it equals $2.50 for your menu price. Students should aim for a Food Cost of no more than 40%. **NOTE:** Keep in mind that there are numerous variables when we calculate actual operational food cost either at the end of the day/week/month. This can be due to returned items, complimentary items, burnt items, spoiled items, items that are eaten by staff and even items that are stolen. We will not have time to consider these factors in our cost analysis but please keep them in mind as you manage operations in the future.

IV. Employee schedule
   • List of each student employee, their position, and station assignment, (location in the kitchen).
   • Detailed job description and list of duties to be performed in each position. (From Training Manual)
   • Each position should have a separate, detailed description. This information will be helpful for each student employee on meal day, so as to eliminate confusion of job duties/expectations/tasks.
   • List of tools and ingredients necessary for the preparation of the dish.
   • Step by step instructions of the dish preparation when it is ordered.