

WILLIAM F. HARRAH COLLEGE OF HOTEL ADMINISTRATION  
UNIVERSITY OF NEVADA, LAS VEGAS  
FOOD & BEVERAGE OPERATIONS MANAGEMENT

**BEH 226/227/228/230**

**Fall 2015: FAB 467- RESTAURANT MANAGEMENT AND OPERATIONS:**  
**Tuesday, Section 1001, 8:00 am to 2:15 pm August 25<sup>th</sup> to December 8<sup>th</sup> 2015**

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Office Hours:

Tues. 7:00- 8:00 a.m.  
Wed. 1:00- 3:00 p.m.  
Thurs. 1:00- 3:00 p.m. or by appointment

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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 real-time environment. A minimum of 6.25 hours of laboratory work per week is 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 session with you all.

**COURSE OVERVIEW:** Student teams will plan, organize, and execute the operation of restaurant service in the Boyd Dining Room. Exact hours of operation may vary throughout the semester. Each student team will in 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.

**STUDENT LEARNING 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 & food service.*
- *Analyze purchasing and inventory techniques.*
- *Practice effective dining room management.*
- *Practice effective communication technique in relation to guest/customer relations.*
- *Evaluate food service subsystems. (Purchasing, receiving, inventory, production, etc.)*
- *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*

**RECOMMENDED CULINARY REFERENCE TEXT AND MATERIALS:**

1. *Professional Cooking*, 6<sup>th</sup> or newer edition, Wayne Gisslen, Wiley Publisher
2. Handouts as given in class or posted on Blackboard.
3. FAB 467 website, <http://hotelcollege.wix.com/fab467>

## **PARTICIPATION**

**PARTICIPATION: There will be 75 points deducted from the total of 1000 for each class absence, 100 for each service (meal) day, and 25 points deduction for each 15 minutes of late arrival and early departure. Please note that even one minute late is equal to the loss of 25 points.** Daily Performance points are assigned based on student participation in lecture and lab activities.

Repeated absence can reflect a lack of academic progress and may result in a failing grade. Absences of 3 or more would most likely result in a failing grade for the course and the retaking of the complete course from the beginning.

Should a situation arise where the student knows that they will be late, the student should contact the instructors by email 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.

**UNIFORM REQUIREMENTS:** Required uniform items will be ordered for you the first week after fitting, the cost is \$60.00. Students not in full and proper uniform for services 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. Please be sure your Uniform is CLEAN and PRESSED!

Back of the House (kitchen)

- Skull Cap White (all hair must be restrained properly)
- UNLV Chef Coat (Clean and wrinkle free with name and logo embroidered)
- Black Chef pants
- Apron
- No colorful t-shirts under your chef jacket. If you choose to wear an undershirt make it white.

Shoes must be solid black, with no 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. Also do not wear shoes with heels over 1 inch please for your safety. Socks are also required.

Front of the House (dining room)

- Black slacks or skirt, pressed (must be approved by instructor)
- Polo Shirt
- Black dress shoes
- Black socks
- Apron
- 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. Beards are fine if grown out prior to the start of the semester and are neatly trimmed.
- Clean, pressed clothing at all times
- Personal-hygiene appropriately maintained
- No excessive make-up, cologne/perfume or jewelry
- No colorful under-garments which are visible through your shirt.

FILE AND EMAIL GUIDELINES:

- Title + Team + Day + Class Session  
*Example: (Requisition)-(Team)-(Tuesday or Wednesday or Thursday)-(morning or afternoon)*
- The body of the message must use appropriate grammar, punctuation and spelling.
- The sender's name + ALL TEAM MEMBER NAMES 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.

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.

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

**Individual Work**

Resume w/Headshot and a Headshot	15 points
Instructors' Evaluation based on Attitude, participation, overall performance for the entire semester	100 points
Quiz POS	25 points
Exam BOH/FOH	100 points

**Group Work**

Pre-Event Assignments	250 points
Pre-Event PP presentation	50 points
Post-Event Report	150 points
Post-Event PP presentation	50 points
Instructor Evaluation of Managers	100 points

on the meal day Management Team Evaluation of each other	60 points
Student Employee Evaluation by management team	50 points
Employee's Evaluation of the management team	50 points
<b>Total Course Points Possible</b>	<b>1000 points</b>

#### GRADING SCALE

<b>93-100</b>	<b>A</b>
<b>90- 92.9</b>	<b>A-</b>
<b>87- 89.9</b>	<b>B+</b>
<b>83- 86.9</b>	<b>B</b>
<b>80-82.9</b>	<b>B-</b>
<b>73-76.9</b>	<b>C</b>

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

70- 72.9      C-

60- 69.9      D

60 or below    F

**Extra Credit Is Not Offered In This Course**

#### MANAGEMENT

**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

#### MANAGEMENT TEAM POSITIONS:

##### FOH – Front of the House

General Manager  
Dining Room Manager  
Bar Manager  
Marketing Manager

##### BOH – Back of the House

Executive Chef  
Sous Chef  
Pastry Chef  
Sanitation Manager

**MANAGEMENT TEAM RESPONSIBILITIES:** 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 overall organization.

On operation days, half of the management team members will be in charge of the front-of-house operations. The other management team members will be in charge of the back-of-house.

**MANAGEMENT TEAM ON EVENT DAY:** Management teams are encouraged to arrive early to begin preparation for their event day. 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 they will begin prep work. Management teams may not REQUIRE their staff to arrive early, but they may encourage them to do so.

- 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 posted on your website and via BlackBoard one week prior to your event. In addition, a printed hard copy should be brought the day of service to be used if needed by staff.
  - BOH must post:
    - ✓ Preparation Timeline
    - ✓ Dining Room Floor Plan with servers sections
    - ✓ Kitchen Stations List (who, what, where)
    - ✓ Plating Instructions with Picture in each kitchen station
- Create and distribute employee schedule. Employee schedule should be distributed to each staff member ONE week prior to your event via Blackboard as part of the training manual.
- 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.

## **TRAINING/PREPARATION/ASSIGNMENTS**

### **SKILLS AND KNOWLEDGE:**

Students will use the skills and knowledge obtained in previous 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.

**TEAMWORK:** 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.

**POS/MICROS TRAINING:**

Mandatory POS/MICROS training in computer lab or remotely from a personal computer or at the POS station in the labs. Each student should plan to log a 30 minute practice session on the Micros POS system which must be completed prior to your first service in the front of the house as a server.

**REQUISITIONS & ORDERING PROCEDURES:** Requisition should be submitted on standard requisition form by each group's student executive chef to your Chef Instructor by the beginning of week 4 via WebCampus. Title the file appropriately before posting.

Requisitions should include Food/Non-Food, Linen and a separate Alcoholic beverage requisitions if appropriate. In addition please bring a hard copy of your requisition to class with your recipes each day.

**FOOD PULL:** and product consolidation must be done on the Monday (or time and day chosen by your instructor) prior to operation day in accordance with the course schedule provided by your instructors. There will be no food preparation on food pull days.

All team members must be present and in full kitchen uniform in order to get full credit for this portion of your project.

**MENU PRINTING:** Guest menu printing will be done in the manager's office, BEH 226A. Menus should be approved by the FOH instructor prior to printing. Comment Cards for service will be provided.

**BEVERAGE MENU:** 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 and approved by your instructors.

**ON MEAL SERVICE DAYS:**

Students are expected to report to the instructors and management teams in charge prior to 8:00 a.m., 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, 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. We all leave together when the work is done.

BOH and FOH MEETINGS: must be held with appropriate departments after the general meeting at least 1 hour prior to event (delegate tasks, answer staff questions, etc.), this meeting is generally held immediately after the all staff meeting but is left up to the discretion of the managers in terms of timing.

TASTING: Meals for tasting will be plated and presented to the staff 30 minutes before opening. Please be prepared to share description of the dishes (ingredients, flavors, textures) 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.

#### EVALUATIONS:

A copy of each form is posted in WebCampus. 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.

### **BUDGET GUIDELINES**

EXPENDITURES: All management teams must follow the proper Hotel College and University policies when purchasing items for their management day. If possible we will source decorations for student events prior to service. The team should not spend any personal money for their event with the expectation of being reimbursed. All purchases for your event should be approved in advance by your instructors and ordered through the standard requisition process.

NUMBER OF GUESTS: The majority of your guests will be your peers and the remainder will be Hotel College Educators and guests. We average between 80 and 120 lunches per service, 60 and 100 for dinner.

BUDGET: A sample budget is posted which forecasts for our FAB 467 course. Notice that some of the items listed on your sample may not be required for your forecast, items such as recipe testing, as we do not test recipes in the kitchen, and beverage sales and costs if you do not plan to run an alcoholic beverage special.

PROFIT & LOSS STATEMENT: Your team's total budget for your event will be given to you in class and should be allocated by your management team as you see fit. We ask that you target a food cost of 30%, not to exceed 40%. As will be mentioned in class we will have a pre-fixed price of \$8 for lunch and \$11 to \$14 for dinner.. This number will be your selling price, not including a beverage. Comp procedures will be discussed in class.

We will be generating revenue for your service so an accurate evaluation of your P&L



statement is expected as part of your post event summary. Teams will be assessed on their ability to evaluate the information generated from their service as it relates to their forecasted fiscal goals, not on the profitability of their service. Be prepared to offer a thorough assessment of your service.

## **SCHOOL POLICIES**

### **UNLV POLICIES AND RESOURCES**

**Academic Misconduct** – Academic integrity is a legitimate concern for every member of the campus community; all share in upholding the fundamental values of honesty, trust, respect, fairness, responsibility and professionalism. By choosing to join the UNLV community, students accept the expectations of the Student Academic Misconduct Policy and are encouraged when faced with choices to always take the ethical path. Students enrolling in UNLV assume the obligation to conduct themselves in a manner compatible with UNLV’s function as an educational institution.

An example of academic misconduct is plagiarism. Plagiarism is using the words or ideas of another, from the Internet or any source, without proper citation of the sources. See the *Student Academic Misconduct Policy* (approved December 9, 2005) located at: <https://www.unlv.edu/studentconduct/student-conduct>.

**Copyright** – The University requires all members of the University Community to familiarize themselves with and to follow copyright and fair use requirements. **You are individually and solely responsible for violations of copyright and fair use laws. The university will neither protect nor defend you nor assume any responsibility for employee or student violations of fair use laws.** Violations of copyright laws could subject you to federal and state civil penalties and criminal liability, as well as disciplinary action under University policies. Additional information can be found at: <http://www.unlv.edu/provost/copyright>.

**Disability Resource Center (DRC)** – The UNLV Disability Resource Center (SSC-A 143, <http://drc.unlv.edu/>, 702-895-0866) provides resources for students with disabilities. If you feel that you have a disability, please make an appointment with a Disabilities Specialist at the DRC to discuss what options may be available to you.

If you are registered with the UNLV Disability Resource Center, bring your Academic Accommodation Plan from the DRC to the instructor during office hours so that you may work together to develop strategies for implementing the accommodations to meet both your needs and the requirements of the course. Any information you provide is private and will be treated as such. To maintain the confidentiality of your request, please do not approach the instructor in front of others to discuss your accommodation needs.

**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 end of the first two weeks of classes, **January 29, 2016**, of his or her intention to participate in religious holidays which do not fall on state holidays or periods of class recess. For additional information, please visit: <http://catalog.unlv.edu/content.php?catoid=6&navoid=531>.

**Incomplete Grades** - The grade of I – Incomplete – can be granted when a student has satisfactorily completed three-fourths of course work for that semester/session but for reason(s) beyond the student’s control, and acceptable to the instructor, cannot complete the last part of the course, and the instructor believes that the student can finish the course without repeating it. The incomplete work must be made up before the end of the following regular semester for undergraduate courses. Graduate students receiving “I” grades in 500-, 600-, or 700-level courses have up to one calendar year to complete the work, at the discretion of the instructor. If course requirements are not completed within the time indicated, a grade of F will be recorded and the GPA will be adjusted accordingly. Students who are fulfilling an Incomplete do not register for the course but make individual arrangements with the instructor who assigned the grade.

**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 (SSC). 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 702-895-3908. 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/>

**Library Resources** – Students may consult with a librarian on research needs. For this class, the subject librarian is Lateka Grays (<http://guides.library.unlv.edu/hospitality>). UNLV Libraries provides resources to support students’ access to information. Discovery, access, and use of information are vital skills for academic work and for successful post-college life. Access library resources and ask questions at <https://www.library.unlv.edu/>.

### **Communication within the College**

All students are encouraged to subscribe to the student listserve for the College of Hotel Administration. To subscribe, go to: <http://groups.yahoo.com/group/unlvhotelcollege> . All information relevant to the College, job opportunities, activities, clubs, scholarships, etc. will be posted on this list serve. To be informed of opportunities available to you, YOU NEED TO BE A SUBSCRIBER TO THE LISTSERVE.

### **Academic Advising:**

Academic advising is available through the college’s Student Advising Center – BEH 543, 702-895-3616.

**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](mailto:@unlv.nevada.edu). Emailing within WebCampus is acceptable.

**Final Examinations** – The University requires that final exams given at the end of a course occur at the time and on the day specified in the final exam schedule. See the schedule at:

<http://www.unlv.edu/registrar/calendars>.

**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 your instructors know so that you can place your items in a secured 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.