

**San José State University**  
**Department of Hospitality, Recreation & Tourism Management**  
**HRTM 012 – Cost Control in Hospitality, Spring 2013**

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<b>Office Hours:</b>	Mon-Wednesday 11:00am-11:45 am
<b>Class Days/Time:</b>	Monday –Wednesday 1:30-2:45 pm
<b>Classroom:</b>	Clark Hall – CH 302
<b>Prerequisites:</b>	HRTM 001, HRTM 11, BUS1 20N

**COURSE DESCRIPTION**

Overview of structure and financial performances of hospitality industry; food and lodging, resorts, tourism enterprises, attractions and related operations. Focus on orientation to customer service, cultural/economic trends and career opportunities.

**COURSE GOALS AND STUDENT LEARNING OBJECTIVES**

The aim of this course is to help students understand, gain knowledge, and develop an appreciation of the multifaceted elements of hospitality management by exploring all aspects of the field including: travel and tourism; lodging; food-service; meetings, conventions and expositions; and leisure and recreation. While the focus will be on the cost control, elements of food and beverage, the instructor will also introduce lectures on other aspects of the industry.

**Spring Knowledge**

Upon successful completion of this course, students will be able to:

1. Understand what an effective manager in today's hospitality environment must know and do to be successful.
2. Provide an overview of hospitality organizations in terms of their characteristics, structure, and departments.
3. Learn how successful organizations implement effective strategies to deliver quality guest service and products consistently.

4. Discuss current operating, marketing, technological, industry consolidation, and economic issues confronting industry leaders.
5. Explore professional career opportunities and ways to prepare for career advancement in the hospitality industry.

### **Skills**

During this course, students will develop the following basic skills:

1. Basic ability to use spreadsheets in Excel

### **Dispositions**

Consistent with the goals of SJSU and the Department of Hospitality, Recreation & Tourism Management, students are expected to develop values and ethics to guide personal and professional decisions and behavior. These dispositions are founded on the concepts of caring, fairness, honesty, responsibility, and social justice. Accordingly, students are expected to respect individual differences, work cooperatively, explore alternative theories and viewpoints, appreciate the unique abilities of self and others, respect various forms of self expression, and accept responsibility for one's choices. Students are furthermore expected to exhibit personal management behaviors valued by the professional hospitality community; believe all students can learn; know and respect the influence of race, ethnicity, gender, and religion; and respect the accepted ethical norms, legal requirements, and values of education. Furthermore, given a willingness to seek, engage, and thrive in the discipline, students can enhance their motivation leading to academic and professional success.

## **RESULTS**

Students will demonstrate attainment of the above objectives through:

1. Regular attendance, consistent preparation for class, and participation in small group and full class discussions (*n b.*, It is important to read assigned materials prior to class);
2. Out of Class assignments and activities encompassing the course content ;
3. Basic knowledge of Microsoft Xcel and formula computations.
4. Examinations encompassing the course content.

### **REQUIRED TEXTS/READINGS**

#### **Required Readings/Viewing(This is the text you need to get)**

Dopson, L. & Hayes, D. (2011). Food and Beverage Cost Control 5<sup>th</sup> ed. Hoboken, NJ: Wiley ISBN: 978-0470251386

This is the online version which includes PowerPoint's Microsoft Excel worksheets and test questions.

You will need to use this resource:

(see Publisher's Website: <http://bcs.wiley.com/he-bcs/Books?action=index&itemId=0470251387&bcsId=5442>) for Resources on Student Companion Site *including Managerial Tools*

Also, Chapter 1, Glossary, PowerPoints, and Selected readings. Available online:

- Ch 1: <http://books.google.com/books?id=IQC9V3bXKnAC&printsec=frontcover#v=onepage&q&f=false>
- PPT: <http://bcs.wiley.com/he-bcs/Books?action=resource&bcsId=5442&itemId=0470251387&resourceId=19429>

(NOTE: I had difficulties opening this site in IE. Try using a browser other than Explorer (e.g., Firefox).

- Glossary: [http://www.amazon.com/Food-Beverage-Cost-Control-Dopson/dp/0470251387/ref=sr\\_1\\_1?s=books&ie=UTF8&qid=1282683706&sr=1-1](http://www.amazon.com/Food-Beverage-Cost-Control-Dopson/dp/0470251387/ref=sr_1_1?s=books&ie=UTF8&qid=1282683706&sr=1-1)

Strunk, W. *Elements of Style*. Ithaca, N.Y.: Priv. print. [Geneva, N.Y.: Press of W.P. Humphrey], 1918; Bartleby.com, 1999. Available online: [www.bartleby.com/141/](http://www.bartleby.com/141/).

**I also recommend that you purchase or find a book on Xcel formulas for Microsoft. We will be creating spreadsheets in class. I used “Excel for Dummies” while learning about how to use Xcel.**

Also see, Dopson & Hayes, *See Fun on the Web!* within each chapter.

## INSTRUCTOR’S STATEMENT

My philosophy is simple. To succeed in the Hospitality Industry you have to have very good communication skills. You need to communicate well in writing as well as orally. I must assume that at some point you all want to be in management. You do not have to be technically the best; however you have to be able to communicate your ideas to staff and management. This class will use the textbook as the base of information for the semester. However, from my experience, the text is theory. I will expose the class to real life situations from my experience over the years. Some of what I will lecture on will **Not** be in the book. I will supplement information that I feel is pertinent to your success in this industry. Primarily, information that relates to you working in a hotel environment with food and beverage or restaurant. You will be held accountable for ALL information provided to you.

Teaching is a two way street with me. I communicate with you and I expect you to communicate with me in class. It is much more fun that way plus part of your grade is based on class participation.

## COURSE STRUCTURE

Structure consists of lectures, exercises, group work, and discussion. In class participation is essential and will be factored into the final grade up to 4 % at the instructor’s discretion. As previously stated, quizzes and key terms and concepts may change from the schedule below. You will be notified in advance of any changes to course structure. Deadlines and due dates for all assignments are adhered to seriously.

## COURSE ASSIGNMENTS/REQUIREMENTS

Subject	Points	Due Date (subject to change)
Key Terms & Concepts Misc. In class work	10	At the completion of each chapter
Test Your Knowledge Homework 8 @ 5 points each	40	At the completion of each chapter (See Class Calendar)
Chapter Quiz 5@ 12 points each Mid-Term Chap 1 through 6	60 30	At the completion of each chapter (See Class Calendar)
In Class Participation	10	
Final Exam (all chapters)	50	
<b>TOTAL</b>	<b>200</b>	

### Assignments

All assignments are to be completed on time and in a professional manner. Written assignments are to be word processed, stapled (if more than one page), and with a complete heading:

- Name (and ID#)
- Team Number (when applicable)

### Preparedness and Participation

A key to educational success is class preparation and participation. For every hour of in-class (face) time, you are expected to spend three hours of preparation time. **Active class participation is required.** Class activities cannot be made up if the class is missed. No other assignment will be given to replace or make up this work. The instructor assumes that vacations, doctor's appointments, social engagements, etc. will not interfere with attendance. An occasional absence will be the sole responsibility of the student. Missed work and assignments will also be the sole responsibility of the student.

### Prompt Attendance

Lateness, as well as early departures, are rude and disruptive and may be penalized. Occasional lateness is defined by the instructor as a one-time occurrence. If you have questions at any time during the semester, please ask. Role will taken at the beginning or end of each class. Multiple missed classes will affect your grade and quizzes and homework cannot be made up unless with **prior** approval of absence. Extra Credit available for 100 % attendance----- 15 points  
Absence from one class----- 10 points

Absence from two class----- 5 points

Missed classes for any reason will be counted as an absence regardless of excuse. Homework to be turned in no later than the end of class by email for any missed class.

### Professional Student Behavior

In addition to the SJSU Code of Student Conduct (see [Academic Senate Policy S90-5](#)), professional behavior is expected. As we are all adults in this classroom, I do not anticipate this to be an issue. Some classroom courtesies which are expected include: yield floor to speaker, turn off cell phones, pagers, etc., - no text messaging, **no computer use** other than note-taking and class activities (note: emailing, checking emails, gaming, and other non-class-related activities are prohibited). Any inappropriate or disruptive behaviors (e.g., offensive or vulgar expressions) are not tolerated and can result in serious consequences. Also, care of the classroom is expected. Please leave the class area in as good or better condition than its condition at the start of the class.

### EVALUATION / PERFORMANCE INDICATORS

Course grades will be assigned as follows:

<i>A</i>	94 –	100
<i>A–</i>	90 –	93
<i>B+</i>	86 –	89
<i>B</i>	83 –	85
<i>B–</i>	80 –	82
<i>C+</i>	76 –	79
<i>C</i>	73 –	75
<i>C–</i>	70 –	72
<i>D+</i>	66 –	69
<i>D</i>	63 –	65
<i>D–</i>	60 –	62
<i>F</i>	< 60	

### UNIVERSITY POLICIES

#### Academic Integrity Policy

Students should know that the University's [Academic Integrity Policy](#) is available at [http://sa.sjsu.edu/judicial\\_affairs/faculty\\_and\\_staff/academic\\_integrity/index.html](http://sa.sjsu.edu/judicial_affairs/faculty_and_staff/academic_integrity/index.html). Your own commitment to learning, as evidenced by your enrollment at San Jose State University and the University's integrity policy, require you to be honest in all your academic course work. Faculty members are required to report all infractions to the office of Student Conduct and Ethical Development. The [Student Conduct and Ethical Development website](#) is available at [http://www.sa.sjsu.edu/judicial\\_affairs/index.html](http://www.sa.sjsu.edu/judicial_affairs/index.html).

Instances of academic dishonesty will not be tolerated. Cheating on exams or plagiarism (presenting the work of another as your own, or the use of another person's ideas without giving proper credit) will result

in a failing grade and sanctions by the University. For this class, all assignments are to be completed by the individual student unless otherwise specified. If you would like to include in your assignment any material you have submitted, or plan to submit for another class, please note that SJSU's Academic Policy F06-1 requires approval of instructors.

SJSU and its Department of Hospitality, Recreation and Tourism Management demand a high level of scholarly behavior and academic honesty on the part of students. Any test, paper or report submitted by you and that bears your name is presumed to be your own original work that has not previously been submitted for credit in another course unless you obtain prior written approval to do so from your instructor.

In all of your assignments, including your homework or drafts of papers, you may use words or ideas written by other individuals in publications, web sites, or other sources, but only with proper attribution. "Proper attribution" means that you have fully identified the original source and extent of your use of the words or ideas of others that you reproduce in your work for this course, usually in the form of a footnote or parenthesis. See <http://www2.sjsu.edu/senate/plagarismpolicies.htm>

Finally, as a member of the campus community, you are expected to demonstrate integrity in all of your academic endeavors and will be evaluated on your own merits. So be proud of your academic accomplishments and help to protect and promote academic integrity at SJSU. The consequences of cheating and academic dishonesty—including a formal discipline file, possible loss of future internship, scholarship, or employment opportunities, and denial of admission to graduate school—are simply not worth it.. More information can be found at [http://www.sa.sjsu.edu/judicial\\_affairs/index.html](http://www.sa.sjsu.edu/judicial_affairs/index.html)

The University emphasizes responsible citizenship and an understanding of ethical choices inherent in human development. Academic honesty and fairness foster ethical standards for all those who depend upon the integrity of the university, its courses, and its degrees. This policy sets the standards for such integrity and shall be used to inform students, faculty and staff of the university's Academic Integrity Policy. The public is defrauded if faculty and/or students knowingly or unwittingly allow dishonest acts to be rewarded academically and the university's degrees are compromised. See <http://www2.sjsu.edu/senate/S04-12.pdf>

### **Copyright and Fair Use Policies**

The University requires all members of the University Community to familiarize themselves with 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 and 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. To help familiarize yourself with copyright and fair use policies, the University encourages you to visit its copyright web page [http://www.sjlibrary.org/services/distance/fac\\_copyright.htm](http://www.sjlibrary.org/services/distance/fac_copyright.htm)

## **Campus Policy in Compliance with the American Disabilities Act**

If you need course adaptations or accommodations because of a disability, or if you need to make special arrangements in case the building must be evacuated, please make an appointment with me as soon as possible, or see me during office hours. Presidential Directive 97-03 requires that students with disabilities requesting accommodations must register with the [Disability Resource Center](http://www.drc.sjsu.edu/) (DRC) at <http://www.drc.sjsu.edu/> to establish a record of their disability.

### **Dropping and Adding Policy**

Students are responsible for understanding the policies and procedures about add/drop, academic renewal, etc. Refer to the current semester's [catalog policies](http://info.sjsu.edu/static/catalog/policies.html) section at <http://info.sjsu.edu/static/catalog/policies.html> for any add/drop deadlines, policies, and procedures section and specific registration information. [Late drop policy](http://www.sjsu.edu/aars/policies/latedrops/policy/) is available at <http://www.sjsu.edu/aars/policies/latedrops/policy/>. Students should be aware of the current deadlines and penalties for dropping classes.

## **STUDENT RESOURCES**

### **Student Technology Resources**

Computer labs for student use are available in the Academic Success Center located on the 1<sup>st</sup> floor of Clark Hall and on the 2<sup>nd</sup> floor of the Student Union. Additional computer labs may be available in your department/college. Computers are also available in the Martin Luther King Library.

A wide variety of audio-visual equipment is available for student checkout from Media Services located in IRC 112. These items include digital and VHS camcorders, VHS and Beta video players, 16 mm, slide, overhead, DVD, CD, and audiotape players, sound systems, wireless microphones, projection screens and monitors.

### **Disability Resource Center (DRC)**

The DRC houses Disability Services, Tutoring Services, and Learning Strategies. If you have a documented disability that may require assistance, you will need to contact DRC for coordination in your academic accommodations. DRC is located in the Administration Building 110. The phone number is (408) 924-6000 (Main Office); or (408) 924-6542 (Deaf and HoH); or (408) 808-2123 (ATC). You may also visit the [DRC](http://www.drc.sjsu.edu/index.htm/) website at <http://www.drc.sjsu.edu/index.htm/>.

### **The Adaptive Technology Center (ATC)**

The ATC is located on the [2nd floor](http://www.drc.sjsu.edu/faculty_staff/tech_center.htm/) of King Library and is open only to SJSU students, faculty and staff registered with the SJSU Disabilities Resource Center (DRC). ATC hours and phone number are posted on the [SJSU Disability Resource Center](http://www.drc.sjsu.edu/faculty_staff/tech_center.htm/) website located at [http://www.drc.sjsu.edu/faculty\\_staff/tech\\_center.htm/](http://www.drc.sjsu.edu/faculty_staff/tech_center.htm/).

## Learning Assistance Resource Center (LARC)

LARC is designed to assist students in the development of their full academic potential and to motivate them to become self-directed learners. The center provides support services, such as skills assessment, individual or group tutorials, subject advising, learning assistance, summer academic preparation and basic skills development. LARC is located in Room 600 in the Student Services Center. The [LARC website](http://www.sjsu.edu/larc/) is located at <http://www.sjsu.edu/larc/>.

## HRTM 012 - Cost Control in Hospitality, Fall 2012 Course Schedule

Schedule	Topics	Readings/Assignments
Week 1	Introduction/background/goals, etc.	D&H (Preface)/ <ul style="list-style-type: none"><li>• Become familiar with textbook/website</li><li>• Review How to Use Spreadsheet</li></ul>
Week 2	Managing Revenue and Expense/Budgeting based on Hotel revenues and cost per room.	D&H (Ch 1) <ul style="list-style-type: none"><li>• (lecture)</li><li>• Homework test your skills 1.2.3</li></ul>
Week 3	Determining Sales Forecasts.	D&H (Ch 2) <ul style="list-style-type: none"><li>• (Lecture)</li><li>• Test Your Knowledge</li></ul>
Week 4	Managing the Cost of Food.  Importance of Purchasing, receiving, storing, production	D&H (Ch 3) <ul style="list-style-type: none"><li>• lecture</li><li>• Test Your skills</li><li>• Quiz chp. 1 and 2</li></ul>
Week 5	Managing the Cost of Beverages. Finish Chap 3.	D&H (Ch. 3 continued and chap 4) <ul style="list-style-type: none"><li>• Key Terms &amp; Concepts</li><li>• Test Your Knowledge</li><li>• In class work</li><li>• Homework Test your skills !,2,3</li></ul>
Week 6	Managing the Food and Beverage Production Process.	D&H (Ch 5) <ul style="list-style-type: none"><li>• Key Terms &amp; Concepts</li><li>• Quiz Ch. 3 and 4</li><li>• Yield Sheets inclass</li><li>• Prep sheet turn in</li></ul>

Week 7	<b>Managing Food and Beverage Pricing/Menu analysis/ Menu design</b>	<b>D&amp;H (Ch 6)</b> <ul style="list-style-type: none"> <li>• Test your skills ques. 1 &amp; 3 in class</li> <li>• 7 Steps of Management</li> <li>• Go over quiz for next week</li> </ul>
Week 8	<b>Managing the Cost of Labor. Concept of 0 based scheduling.</b>	<b>D&amp;H (Ch 7)</b> <ul style="list-style-type: none"> <li>• Lecture and In class work</li> <li>• Quiz Ch. 5 &amp; 6</li> <li>• Test your skills Chp. 7</li> </ul>
Week 9	<b>Controlling Other Expenses. TBA</b>	<b>D&amp;H (Ch 8)</b> <ul style="list-style-type: none"> <li>• Lecture</li> <li>• Finish Chap 7, start chap 8</li> <li>• In class work, chp 7 ques. 1,2a,b,c</li> <li>• No home work, read ch. 9 study for quiz on ch. 7 &amp; 8</li> </ul>
Week 10	<b>Analyzing Results Using the Income Statement.</b>	<b>D&amp;H (Ch 9)</b> <ul style="list-style-type: none"> <li>• No Lecture</li> <li>• <i>Work on term paper in class</i></li> <li>• <i>Quiz ch. 7 &amp; 8</i></li> </ul>
Week 11	<b>Analyzing Results Using the Income Statement.</b>	<b>D&amp;H (chp 9) cont.</b> <ul style="list-style-type: none"> <li>• Lecture planning for profit</li> <li>• Management lecture</li> <li>• <i>Test your skills 2, 3a,3b</i></li> </ul>
Week 12	<b>Planning for Profit.</b>	<b>D&amp;H (Ch 10)</b> <ul style="list-style-type: none"> <li>• Lecture</li> <li>• Xtra credit assignment ??</li> <li>• Test your skills Questions</li> </ul>
Week 13	<b>Maintaining and Improving the Revenue Control System. Or, (How not to get ripped off!)</b>	<b>D&amp;H (Ch. 11)</b>
Week 14	<b>Global Dimensions or Professor choice</b>	<b>Chapter 12</b>
Week 15	<b>Review for final exam, term papers</b>	
Week 16		

Week 17	F I N A L E X A M T B D	
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This syllabus was created as a guide to the class and is as accurate as possible. However, all information is subject to change as class and the semester calendar changes. This is a "tentative" outline. The instructor reserves the right to amend the syllabus at all times during the semester.

**FALL 2012**

Wednesday ..... August 22 ..... First Day of Instruction –Classes Begin  
 Tuesday .....September 4 ..... Last Day to Drop Courses w/o permanent record entry  
 Tuesday ..... September 11 ..... Last Day to Add Courses & Register Late  
 Monday ..... December 10 .... Last Day of Instruction - Last Day of Classes  
 Wednesday-Friday ..... December 12-14 ..... Final Examinations (*exams*)  
 Monday-Tuesday ..... December 17-18 ..... Final Examinations (*exams*)  
 Friday ..... December 21 ..... Grades Due From Faculty - End of Fall Semester