



Department: ___ Culinary Arts ___

Course Title: ___ Menu Management ___

Section Name: ___ RSTO 1221 ___

Semester: ___ Fall 2014 ___

Time: ___ Tuesday & Thursday 5:30 pm- 7:30 pm ___

Classroom: ___ 139 R ___

Instructor: ___ Paul Porras ___

Email: ___ pporras@odessa.edu ___

Office: ___ 139 L ___

Phone: ___ (432)-335-6320 ___

Office Hours: ___ M & W 10:30am-5:30pm ___

Course Description:

FROM CATALOG : A study of the food service principles involved in menu planning, layout, and evaluation for a variety of types of facilities and service methods. Emphasis on analysis of menu profitability, modification, commodity use, and other activities generated by the menu (ICO 1,2,3,4).

Required Texts: Management by Menu, Kotschevar and Withrow, 4th edition

Description of Institutional Core Objectives (ICO's)

Given the rapid evolution of necessary knowledge and skills and the need to take into account global, national, state, and local cultures, the core curriculum must ensure that students will develop the essential knowledge and skills they need to be successful in college, in a career, in their communities, and in life. Therefore, with the assistance of the Undergraduate Education Advisory Committee, the Coordinating Board has approved guidelines for a core curriculum for all undergraduate students in Texas.

Through the application and assessment of objectives within the institution's core curriculum, students will gain a foundation of knowledge of human cultures and the physical and natural world; develop principles of personal and social responsibility for living in a diverse world; and advance intellectual and practical skills that are essential for all learning. Appropriate Odessa College faculty periodically evaluates all of the courses listed in the descriptions on the following pages of this catalog and keys them to Odessa College's Institutional Core Objectives (ICOs), as defined by the Texas Higher Education Coordinating Board (THECB). (Source: *Odessa College Catalog of Courses 2012-2013, page 73*)

Odessa College’s Institutional Core Objectives (ICOs):

- 1) *Critical Thinking Skills* - to include creative thinking, innovation, inquiry, and analysis, evaluation and synthesis of information
- 2) *Communication Skills* - to include effective development, interpretation and expression of ideas through written, oral and visual communication
- 3) *Empirical and Quantitative Skills* - to include the manipulation and analysis of numerical data or observable facts resulting in informed conclusions
- 4) *Teamwork* - to include the ability to consider different points of view and to work effectively with others to support a shared purpose or goal
- 5) *Personal Responsibility* - to include the ability to connect choices, actions and consequences to ethical decision-making
- 6) *Social Responsibility* - to include intercultural competence, knowledge of civic responsibility, and the ability to engage effectively in regional, national, and global communities

Learning Outcomes for _____ (Source: *Odessa College Catalog of Courses*)

Outcome	ICO
<ol style="list-style-type: none"> 1. Identify and correctly describe the principles associated with menu management 2. Organize a menu 	<i>Critical Thinking Skills</i> - to include creative thinking, innovation, inquiry, and analysis, evaluation and synthesis of information
<ol style="list-style-type: none"> 3. Describe the importance of menus in relationship to communications, marketing and the controls in a foodservice operation. 	<i>Communication Skills</i> - to include effective development, interpretation and expression of ideas through written, oral and visual communication
<p>Interpret the types of control factors required to determine profitability for the food</p>	<i>Empirical and Quantitative Skills</i> - to include the manipulation and analysis of numerical data or observable facts resulting in informed conclusions
<p>Design a variety of menus with emphasis on layout, captions, paper selection and print styles and sizes.</p> <p>Interpret the types of control factors required to determine profitability for the foodservice operation.</p> <p>Compile a menu which</p>	<i>Teamwork</i> - to include the ability to consider different points of view and to work effectively with others to support a shared purpose or goal

employs all of the concepts taught in the course.	
	<i>Personal Responsibility</i> - to include the ability to connect choices, actions and consequences to ethical decision-making
	<i>Social Responsibility</i> - to include intercultural competence, knowledge of civic responsibility, and the ability to engage effectively in regional, national, and global communities

Odessa College Policies

Academic Policies

Note that the OC Student Handbook states (page 32) that “[i]n cases of academic dishonesty, the instructor has the authority to impose appropriate scholastic penalties. Complaints or appeals of disciplinary sanctions may be filed in accordance with the college due process procedure. Copies of the college due process procedure are available in the office of The Director of Student Life (CC104).”

For more information on your rights and responsibilities as a student at Odessa College, please refer to the following: *The 411 of OC: Student Handbook 2012-2013; Student Rights & Responsibilities*
<http://www.odessa.edu/dept/studenthandbook/handbook.pdf>

Scholastic Dishonesty

Scholastic dishonesty shall constitute a violation of these rules and regulations and is punishable as prescribed by board policies. Scholastic dishonesty shall include, but not be limited to, cheating on a test, plagiarism and collusion.

"Cheating on a test" shall include:

- Copying from another student's test paper
- Using test materials not authorized by the person administering the test.
- Collaborating with or seeking aid from another student during a test without permission from the test administrator.
- Knowingly using, buying, selling, stealing or soliciting, in whole or in part, the contents of an unadministered test.
- The unauthorized transporting or removal, in whole or in part, of the contents of the unadministered test.
- Substituting for another student, or permitting another student to substitute for one's self, to take a test.
- Bribing another person to obtain an unadministered test or information about an unadministered test.
- "Plagiarism" shall be defined as the appropriating, buying, receiving as a gift, or obtaining by any means another's work and the unacknowledged submission or incorporation of it in one's own written work.

- "Collusion" shall be defined as the unauthorized collaboration with another person in preparing written work for fulfillment of course requirements. (Source: *Odessa College Student Handbook 2012-2013, page 29-30*)

Special Populations/Disability Services/Learning Assistance

Odessa College complies with Section 504 of the Vocational Rehabilitation Act of 1973 and the Americans with Disabilities Act of 1990. If you have any special needs or issues pertaining to your access to and participation in this or any other class at Odessa College, please feel free to contact me to discuss your concerns. You may also call the Office of Disability services at 432-335-6861 to request assistance and accommodations.

Odessa College affirms that it will provide access to programs, services and activities to qualified individuals with known disabilities as required by **Section 504 of the Rehabilitation Act of 1973 and Title II of the Americans with Disabilities Act of 1990 (ADA)**, unless doing so poses an undue hardship or fundamentally alters the nature of the program or activity. Disabilities may include hearing, mobility or visual impairments as well as hidden disabilities such as chronic medical conditions (arthritis, cancer, diabetes, heart disease, kidney disorders, lupus, seizure disorders, etc.), learning disabilities or psychiatric or emotional disabilities. A student who comes to Odessa College with diagnosed disabilities which may interfere with learning may receive accommodations when the student requests them and submits proper documentation of the diagnosis. A Request for Accommodations form and guidelines for beginning the request process are available in the OC Help Center or on the Odessa College web site at www.odessa.edu/dept/counseling/disabilities.htm. The college strives to provide a complete and appropriate range of services for students with disabilities such as assistance with testing, registration, information on adaptive and assistive equipment, tutoring, assistance with access and accommodations for the classroom where appropriate. For information regarding services, students with disabilities should contact the Office of Disability Services in the OC Help Center located in Room 204 of the Student Union Building or call 432-335-6433. (Source: *Odessa College Catalog of Courses 2012-2013, page 52*)

Dropping a Course or Withdrawing from College

Students wishing to drop a non-developmental course may do so online using WebAdvisor, at the Wrangler Express, or Registrar's Office. A student wishing to drop a developmental course or withdraw from college should obtain a drop or withdrawal form from the Wrangler Express or the Registrar's Office. Students are encouraged to consult with instructors prior to dropping a class. Students may not completely withdraw from the college by use of the Web. Students must drop a class or withdraw from college before the official withdrawal date stated in the class schedule. Students who are part of the Armed Forces Reserves may withdraw with a full refund if the withdrawal is due to their being ordered into active duty. A copy of the student's orders must be presented to the Registrar's Office at the time of the withdrawal. For details, please contact the Office of the Registrar. **No longer attending class does not automatically constitute withdrawal from that class, nor does a student's notification to an instructor that the student wishes to be dropped. Failure of a student to complete the drop/withdrawal process will result in a grade of "F."** (Source: *Odessa College Catalog of Courses 2012-2013, page 36*)

Learning Resource Center (LRC; Library)

The Library, known as the Learning Resources Center, provides research assistance via the LRC's catalog (print books, videos, e-books) and databases (journal and magazine articles). Research guides covering specific subject areas, tutorials, and the "Ask a Librarian" service provide additional help.

Student Success Center (SCC)

Located in the LRC, the Student Success Center (SSC) provides assistance to students in meeting their academic and career goals. We strive to provide new and updated resources and services at no charge to OC students. Academic support services include tutoring, study skills training, workshops, and the mentoring program. Tutoring is available for a variety of subjects including college mathematics, English, government, history, speech, chemistry, biology, and all developmental coursework. Appointments are preferred, but walk-ins will be served as soon as possible. Smarthinking online tutoring is also available. All computers in the center have Internet access, Microsoft Office, and software resources to assist OC students in improving their reading, writing and mathematical skills. The center also offers special assistance to students preparing for the THEA/COMPASS test. Computer lab assistants are available to assist students with student email, Blackboard, OC portal, Course Compass and more. For more information or to make an appointment, please call 432-335-6673 or visit www.odessa.edu/dept/ssc/ (Source: *Odessa College Catalog of Courses 2012-2013, page 54*)

Student E-mail

Please access your Odessa College Student E-mail, by following the link to either set up or update your account: <http://www.odessa.edu/gmail/>. **Correspondence will be submitted using your Odessa College email as an alternative method to contact you with information regarding this course.**

Technical Support

For Blackboard username and password help and for help accessing your online course availability and student email account contact the Student Success Center at 432-335-6878 or online at https://www.odessa.edu/dept/ssc/helpdesk_form.htm.

Expectations for Engagement – Face to Face Learning

To help make the learning experience fulfilling and rewarding, the following Expectations for Engagement provide the parameters for reasonable engagement between students and instructors for the learning environment. Students and instructors are welcome to exceed these requirements.

Reasonable Expectations of Engagement for Instructors

1. As an instructor, I understand the importance of clear, timely communication with my students. In order to maintain sufficient communication, I will
 - provided my contact information at the beginning of the syllabus;
 - respond to all messages in a timely manner through telephone, email, or next classroom contact; and,
 - notify students of any extended times that I will be unavailable and provide them with alternative contact information (for me or for my supervisor) in case of emergencies during the time I'm unavailable.
2. As an instructor, I understand that my students will work to the best of their abilities to fulfill the course requirements. In order to help them in this area, I will
 - provide clear information about grading policies and assignment requirements in the course syllabus, and
 - communicate any changes to assignments and/or to the course calendar to students as quickly as possible.

3. As an instructor, I understand that I need to provide regular, timely feedback to students about their performance in the course. To keep students informed about their progress, I will
 - return classroom activities and homework within one week of the due date and
 - provide grades for major assignments within 2 weeks of the due date or at least 3 days before the next major assignment is due, whichever comes first.

WORK ETHICS

Student Professionalism

1. *Be on time for all classes and laboratories.*
2. *Maintain work assigned area in an orderly and sanitary condition.*
3. *Refrain from unwarranted conversations, horseplay or otherwise distracting conduct.*
4. *Perform clean-up as a member of a team.*
5. *Cooperate with classmates and function as a member of a team*
6. *Odessa College Uniforms are required for this course. (Nothing else will be permitted!)*
7. *Uniforms will be worn during all culinary classes.*
8. *All uniforms must be pressed and clean for class.*
9. *All students must be in full uniform before entering the classroom.*
10. *If any student enters the class without any part of his/her uniform they are not be permitted to enter class and will receive a zero for the day.*
11. *No painted nails or acrylic nails are allowed due to food contamination.*
12. *All Students will be allowed 3 absences to every class.*
13. *If a student leaves or walks out without notifying the instructor, it will be a zero for the day and the student will be counted absent.*
14. *ALL Students will participate in cleaning the kitchen and classroom!*
15. *All homework will be turned in on time. Any late homework will be penalized and after 24 hours a zero will be given.*
16. *All in-class assignments must be completed that day or the student will not be given a grade.*
17. *No Cell Phones (texting, or listening to music as well) will be permitted in the kitchen or the classroom. If a cell phone is in use during class, a zero will be given for the day.*

Reasonable Expectations of Engagement for Students

1. As a student, I understand that I am responsible for keeping up with the course. To help with this, I will
 - attend the course regularly and line up alternative transportation in case my primary means of transportation is unavailable;
 - recognize that the college provides free wi-fi, computer labs, and library resources during regular campus hours to help me with completing my assignments; and,
 - understand that my instructor does not have to accept my technical issues as a legitimate reason for late or missing work if my personal computer equipment or internet service is unreliable.
2. As a student, I understand that it is my responsibility to communicate quickly with the instructor any issue or emergency that will impact my involvement with or performance in the class. This includes, but is not limited to,
 - missing class when a major test is planned or a major assignment is due;
 - having trouble submitting assignments;
 - dealing with a traumatic personal event; and,
 - having my work or childcare schedule changed so that my classroom attendance is affected.

3. As a student, I understand that it is my responsibility to understand course material and requirements and to keep up with the course calendar. While my instructor is available for help and clarification, I will
 - seek out help from my instructor and/or from tutors;
 - ask questions if I don't understand; and,
 - attend class regularly to keep up with assignments and announcements.

Institutional Calendar Fall 2014

August :	2	Wrangler Express Open (Saturdays 9 a.m.---Noon)
	25	Fall Semester & Fall 1 (8 WK Term) Begin Midwinter Registration Begin
September	1	Campus Closed Labor Day
October	15	Fall 1 (8 WK Term) Ends
	17	Campus Open for Fall 2 Registration & Payment (8 a.m. --- 5:30 p.m.)
	20	Fall 2 (8 WK Term) Begin Spring 2015 Registration Begins
November	26---30	Campus Closed – Thanksgiving (begins 9 p.m., Tuesday, 11/25)
December	11	Fall Semester & Fall 2 (8 WK Term) End 13 Fall Graduation
	16	Midwinter Classes Begin
	20---31	Campus Closed – Winter Break (begins 1 p.m., Friday 12/19)
	29	Wrangler Express Open (11 a.m. – 7 p.m.)
	30	Wrangler Express Open (8 a.m. --- 5 p.m.)

.Disclaimer

This syllabus is tentative and subject to change in any part at the discretion of the instructor. Any changes will be in accordance with Odessa College policies. Students will be notified of changes, if any, in timely manner

Course Policies

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Original Effort

The work submitted for this course must be original work prepared by the student enrolled in this course. Efforts will be recognized and graded in terms of individual participation and in terms of ability to collaborate with other students in this course.

Description of students

Students enrolled in this course _____

Course prerequisites

_____ (Source: *Odessa College Catalog of Courses 2012-2013, page 178*)

Course Alignment with Industry Standards

Digital Protocol

Cell phones must be placed on either *vibrate* or *silent* mode and are to be accessed in emergency cases only. The use of laptops or any other digital device is permitted in order to facilitate note-taking relative to instruction. Any written assignments will be submitted electronically on Blackboard. **The electronic recording of the time on Blackboard will be considered the time of assignment submission. Take necessary steps to ensure that your assignments are submitted on “Blackboard” time.** Back-up and/or additional copies of all assignments submitted is encouraged. **Computers/printers are available to OC students in the LRC (301-303); therefore, not having access to a computer due to technical issues (crash; corrupted files) will not be considered as an acceptable reason for not completing assignments.** If there is a loss of server connection with Odessa College due to maintenance, then an email will be sent to student with pertinent information and status reports. Assignments submitted electronically need to be **WORD documents (doc or docx).**

Attendance Policy

Students are expected to attend class regularly. Attendance will be recorded using a “sign-in” sheet. Excessive absences will be grounds for disciplinary action, and will be determined on a case-by-case basis. If you are more than 15 minutes late to class or leave class early without notifying the instructor, this will count as an absence. Students are permitted _____ absences before a loss of _____ point(s) _____.

AVID

This course has been identified as a course by Career, Technical, and Workforce Education as one in which teaching and learning strategies adopted by AVID will be implemented. As a student in the legal program, you will be expected to develop an understanding of the strategies, to model the strategies, to maintain fidelity of implementation, and to examine how these strategies may impact your effectiveness as a professional in your chosen area of occupation, either through coursework or practicum experience as outlined by the course instructor.

Grading Policy

Please understand that this is a required course for the _____ program in order to prepare you _____. Quality work and active participation is expected and not to be negotiated. As a general policy, grades will be taken in class. Any written assignments or tests will be graded outside of class. You can expect feedback on assignments within a week’s time.

Grade Inquiry Policy

It is the responsibility of the individual taking this course to maintain accurate track of assignment submissions and grades. There will be opportunities during the semester to meet with the instructor to discuss your academic

progress. Contact the instructor to schedule an appointment. Class time will not be used for grade inquiries. All grades are final.

Communication Plan

The best way to communicate with the course instructor is via email through Blackboard. Also, check in Blackboard regularly for announcements, including any changes in the course schedule due to instructor illness or conference attendance. Appointments with the instructor may also be scheduled.

General Course Requirements

1. Attend class and participate.
2. Contribute and cooperate with civility.
3. **Submit assignments on time. Late work will not be accepted. Medical and/or family circumstances that warrant an extension on assignments need to be presented to the instructor. Extensions will be allowed at the instructor's discretion.**

Grading Scale:

- “A” = 90-100
- “B” = 80-89
- “C” = 70-79
- “D” = 60-69
- “F” = 0-59

Incomplete Policy

An ‘Incomplete’ grade may be given only if:

1. The student has passed all completed work
2. If he/she has completed a minimum of 75% of the required coursework. A grade of an “I” will only be assigned when the conditions for completions have been discussed and agreed upon by the instructor and the student.

Overview of assignments

Type of Assignment	Percentage
1. Attendance	30%
2. Menu Project	40%
3. Final Exam	30%

ASSIGNMENT: Menu Project:

You are to develop a menu. It should include: 4 appetizers, 4 soups, 4 salads, 4 Entrées with vegetables and starch included, 4 desserts and also should have a drink menu for soft drinks, alcoholic drinks and bar drinks. You will then make an actual menu by making it using construction paper, scrapbook papers, pictures, etc... Examples will be shown in class. From this menu you will come up with a restaurant. The restaurant will take its cue from the menu you can give it a theme or make it into a unique restaurant, you will give it a name, make a floor plan. **On March 3rd this First part of Project will be due.** You will also give me 1-3 page's to describe to me the look of the outside and inside of the establishment. You will also tell me what was the inspiration for you restaurant style, theme, and flavors. Also you need to tell how many employees will you be employing, give me number for both the front and back of the house. You will also be making a mock schedule for the employees. You will also tell me where you plan to build it and by that I mean what city. After you pick the city (it has to be a real city) you will can go to the chamber of commerce or to that city's web site and find out the demographics of the city. The demographics I want, who is the your target customer also what is their age group, what is the average income of your customer, who is your competition in that area, and will children be a possible customer. **NOTE:** Any menus turned in on notebook paper and missing any of the required materiel will have 3-4 points taken off of their final grade. **YOU HAVE A WHOLE SEMESTER TO WORK ON IT!!**

Dates	Lecture	reading	Learning objectives	Home work	Homework due
August 25	Go over syllabi and menu project	Chapter 1	<ol style="list-style-type: none"> 1. Describe the historical content that gave birth to and grew the foodservice industry. 2. Identify major contributions made to this growth by industry leaders and innovators. 	Questions 1,2,3,4 on page 18 and mini-cases 1-1	Due at end of class on August 27 2014
August 27	Go over Ch. 1	Chapter 2	<ol style="list-style-type: none"> 1. Characterize the distinguishing features of various types of foodservice operations and describe situations where categories may blur. 2. Differentiate between the following major segments of the foodservice industry: commercial, institutional, 	Questions 1,2,3,6 on page 58 and mini-cases 1-1	Due at end of class September 1, 2014

			<p>transportation, health services, clubs, military feeding and central commissaries.</p> <ol style="list-style-type: none"> Identify economic, social, labor, health and technological trends that are likely to impact the future of the foodservice industry. Speculate on industry segments that may grow or recede in popularity and provide justification for predictions. 		
September 1	Labor day	Labor day	Labor day	Labor day	Labor day
September 3	Go over Ch. 2	Chapter 3	<ol style="list-style-type: none"> Identify and characterize various menus used in the foodservice industry and explain the needs met by each variety. Describe what is meant by “Meal Plan” and explain how menus are developed for them. Explain how menus are organized and structured traditionally and the process by which they are derived. Describe the various tools used to plan menus. Compare and contrast institutional and commercial menus. 	Questions 1,3,4, on page 108-109 and mini-cases 3-3	Due at end of class on September 8, 2014
September 8	Go over Ch. 3	Chapter 4	<ol style="list-style-type: none"> Describe the cost constraints in menu planning and explain what considerations relate to cost. Describe labor constraints in menu planning and explain what considerations relate to labor. Describe food purchasing constraints in menu planning and explain 	Questions 1,2,3,4 on page and mini-cases 4-2	Due at end of class on September 10

			<p>what considerations relate to availability.</p> <p>4. Describe patron expectations and preferences and explain what considerations relate to variety, psychology, and health concerns in menu planning.</p> <p>5. Explain how Truth in Menu Standards relate to menu planning and patron expectations.</p>		
September 10	Go over Ch. 4	Chapter 5	<p>1. Perform the following basic cost calculations: food cost, portion cost, recipe costing and labor costing</p> <p>2. Describe what is meant by “Prime Costs” and explain how these cost factors affect menu planning.</p> <p>3. Relate various control techniques to their associated costs and describe how these methods function.</p> <p>4. Compare and contrast cost control factors unique to commercial and nonprofit institutions</p>		
September 15	Go over Ch. 5	Chapter 6	<p>1. Discuss several theories of menu pricing</p> <p>2. Characterize the most common pricing techniques used in the foodservice industry.</p>	Questions 1, on page 181	Due at end of class on September 17
September 17	Go over Ch. 6	Chapter 7	<p>1. Identify the basic requirements to make a menu an effective communication and merchandising medium.</p> <p>2. Describe the services offered by design firms and the considerations involved in determining a good fit.</p> <p>3. Discuss aspects of using type: typeface,</p>	Questions 1,2,3,4,5 on page 204 and mini-cases 7-2	Due at end of class on September 22

			<p>type size, line length, spacing between lines and letters, blank space, weight and type style.</p> <p>4. Indicate how to give menu items prominence by using displays in columns, boxes or clip-ons.</p> <p>5. Indicate how to best use color in menus.</p> <p>6. Discuss paper use, construction of covers and other physical factors.</p> <p>7. Indicate how menus are commonly printed, how to work with professional menu printers and the various methods of self-printing.</p>		
September 22	Go over Ch. 7	Chapter 8	<p>1. Identify the need for menu analysis and highlight criteria used prior to utilizing the menu and putting it into effect.</p> <p>2. Explain the value of subjective evaluation in menu analysis and describe the level of knowledge desired in the performer.</p> <p>3. Demonstrate how the popularity index or sales ratio is used in menu analysis</p> <p>4. Demonstrate how to use menu factor analysis and describe the benefits</p> <p>5. Identify the Hurst method of menu analysis and describe the benefits</p> <p>6. Describe the value of the break-even method as an indicator of what a menu must do to be profitable and demonstrate its use.</p> <p>7. Identify other methods used by foodservice operations to analyze menus and describe their usage</p>		

September 24	Go over Ch. 8	Chapter 9	<ol style="list-style-type: none"> 1. Identify the basic requirements for planning an Alcoholic Beverage Menu. 2. Indicate how the Beverage Menu can be properly implemented through skilled merchandising and service. 3. Describe how to institute controls to ensure that the Beverage Menu satisfies guests and meets cost and/or profit goals. 	Questions 3,4, on page 257	Due at end of class on September 29
September 29	Go over Ch. 9	Chapter 10	<ol style="list-style-type: none"> 1. Describe the relationship between planning the menu and the role of the purchaser. 2. Explain how purchasing needs are determined and how methods of meeting those needs are found. 3. Compare and contrast the various methods of bidding 4. Explain the relationship between specifications and quality standards. 5. Identify the purpose and benefits of purchasing controls and procedures used to facilitate them. 6. Explain the relationship between planning the menu and the role of production 7. Describe the purpose and benefits of production controls and procedures used to facilitate them. 	Questions 2, 3,5, on page 283	Due at end of class on October 1
October 1	Go over Ch. 10	Chapter 11	<ol style="list-style-type: none"> 1. Describe the importance of the role of service in fulfilling the objectives of the menu. 2. Explain the concept of service as it relates to the hospitality industry. 3. Identify the essential elements of good service. 4. Differentiate among types of table service, and identify what sort of service might best be matched with 	Questions 3,4, on page 308	Due at end of class on October 6

			<p>various types of menus.</p> <p>5. Explain the methods in which payment is secured from guests.</p>		
October 6	Go over Ch. 11	Chapter 12	<p>Explain the need for a menu to cover capital costs and (for commercial operations) contribute to profit.</p> <p>2. Identify some of the basic costs of going into the foodservice business and indicate how to calculate them.</p> <p>3. Review some of the methods used to calculate whether a menu is providing an adequate return on investment.</p> <p>4. Discuss some of the factors that contribute to the success or failure of a restaurant and describe how the positives could be accentuated and negatives avoided.</p>	Questions on page and mini-cases	Due at end of class on
October 8	Go over Ch. 12	Chapter 13	<p>1. Define the qualities of leadership that contribute to the successful operation of a foodservice establishment.</p> <p>2. Explain the elements of effective communication in the workplace</p> <p>3. Outline methods by which various sources of workforce motivation can be discovered, nurtured and maintained.</p> <p>4. Identify ways a dynamic approach to problem solving helps to avoid crises and the need for crisis management.</p> <p>5. Define the concept of business ethics and elaborate on the relationship between leadership and ethics.</p> <p>6. Discuss the ethical responsibility of the foodservice industry with regard to providing nutritional value to its patrons.</p> <p>7. Discuss the ethical responsibility that foodservice operators have in terms of their</p>	Questions on page and mini-cases	Due at end of class on

			membership in the foodservice industry and community.		
October 13	Go over Ch. 13				
October 15	Final	Final	Final	Final	Final