

FOODS & NUTRITION 4449A

FOOD PRODUCTION MANAGEMENT II

COURSE OUTLINE**COURSE DIRECTOR: Leslie Whittington-Carter**

Office hours: Before and after in-person classes, or by appointment.

Email: lwhittin@uwo.ca (preferred) Telephone: 519-494-3282

COURSE DESCRIPTION:

This course builds on the introductory material in FN3348 with an emphasis on managerial decision making in a foodservice system. Students discuss ethical and professional behaviour, internal control, work improvement methods, and staffing. Students apply course concepts in a practicum placement and case studies. Limited enrolment.

CLASS SCHEDULE: Mondays 2:30-5:30 p.m. BR204 (3 lecture hours per week, half-course).

FIELD WORK: Thursdays 8:30 AM – 12:30 PM or as assigned (4 practicum hours per week)

PREREQUISITE OR CO-REQUISITE:

Foods and Nutrition 3348A/B, Business 1020, and registration in the Foods and Nutrition program. Business 2257 highly recommended.

Unless you have either the requisites for this course or written special permission from your Dean to enroll in it, you will be removed from this course and it will be deleted from your record. This decision may not be appealed. You will receive no adjustment to your fees in the event that you are dropped from a course for failing to have the necessary prerequisites.

OBJECTIVES: By the end of the course, students will be able to:

1. Demonstrate ability to apply accounting practices to specific food service operations.
2. Describe cost effective food service management practices and apply them to specific food service operations.
3. Plan menus for varying consumer groups to meet described standards.
4. Describe quality improvement practices used in food service operations and make operational decisions based on quality improvement records.
5. Describe a framework for ethical decision-making, describe and present possible solutions to ethical dilemmas faced by food service managers/dietitians.
6. Demonstrate ability to deploy foodservice staff to accomplish foodservice goals within budget.
7. Describe appropriate methods of dealing with management issues through case studies and in-class discussion of current events in foodservice management.
8. Demonstrate appropriate oral and written communication, problem solving skills, and professional behaviour.

FORMAT:

This course will be taught utilizing a **blended format**, with online and in-person components throughout the term as specified on the schedule and the weekly outline.

Students will engage in asynchronous online activities as well as in-class sessions. *Although every effort will be made to adhere to the schedule, students are asked to not schedule work or other commitments during the scheduled class time, in case an online class has to be switched to in-person due to guest speaker availability or other circumstances.*

Three hours of lecture per week, plus readings and homework as assigned.

Small group and individual in-class/online activities, class discussions, and role play will be used.

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- Four hours of field work per week (approx. 10 weeks)
- A practicum will provide students with an opportunity to pursue experiences in selected local food service facilities

REQUIRED TEXTS:

Course notes available for download from Owl

Additional resources will be found on the course Owl site, or on reserve in the library.

EVALUATION:

- **Practicum workbook and reflections (Dec. 5) 15%**
- **Practicum evaluation 10%**
- **Class participation 15%**
- **Assignment (Dec. 1 written, presentation date varies) 30%**
- **Case Study (2 @ 15%) (variable dates) 30%**
(2 of the case studies used for class discussion will be handed in to be graded)

NOTE: The policies of the Division of Food and Nutritional Sciences are as follows:

- 1) Failure to attend at least 75% of the field trip and guest speaker presentations will result in an “incomplete” in the course.
- 2) Assignments are due at time and date noted. The mark will be reduced by 20% on assignments submitted within seven (7) days of the due time. Assignments submitted after seven days will not be accepted for marking.
- 3) There will be no make-up mid-term test for a student who has missed a test except with documentation to show a confirmed personal illness or a death in her/his immediate family, through the Academic Counsellors.

Specific Course Policies:

Requests for accommodation on medical or non-medical grounds should be made to academic counselors, with proper documentation submitted.

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Planned Schedule (Subject to Change)

Date	Topic	Readings (additional readings posted on Owl)
Week 1 September 8	Course introduction Practicum expectations and location Professionalism Review of foodservice systems	Academy of Nutrition and Dietetics: Revised 2014 Standards of Professional Performance for Registered Dietitian Nutritionists in Management of Food and Nutrition Systems http://www.andjrn.org/article/S2212-2672(14)00360-8/fulltext Entry-level competencies http://www.dietitians.ca/Downloadable-Content/Public/ICDEP-April-2013.aspx Section 5, and Foundational Knowledge 5 and 6
Week 2 September 15 online	Evidence-based management Foodservice research Outsourcing foodservice operations Contract management	Implementing a Comprehensive Support Service Solution (CSS) at a Major Community Hospital in Ontario, Canada: Lessons Learned http://www.longwoods.com/content/22091 https://www.longwoods.com/product/download/code/22165 RFP Trent University foodservice http://trentu.ca/oshawafiles/documents/Oshawa%20Campus%20Food%20Service%20RFP%20-%202014-05-162LH%20May%205%202014_1.pdf USDA guidance to school foodservices on contracting http://www.fns.usda.gov/sites/default/files/FSMCguidance-sfa.pdf
Week 3 September 22	Human resources management	Case Study White, R. (2010). The micromanagement disease. <i>Public Personnel Management</i> 39(1); 71-76 How to Deliver an Effective Performance Appraisal <i>Ruby P. Puckett</i> <i>Dietary Manager Magazine</i> September 2005
Week 4 September 29 online	Menu planning Menu pricing strategies Menu engineering CVP	Menu Planning Case Study Descriptive menus and branding in hospital foodservice: a pilot study Hartwell H and Edwards J. <i>International Journal of Contemporary Hospitality Management</i> Vol. 21 No. 7, 2009 pp. 906-916 Amit Sharma, Mary B. Gregoire & Catherine Strohhahn (2009): Assessing Costs of Using Local Foods in Independent Restaurants, <i>Journal of Foodservice Business Research</i> , 12:1, 55-71 Deloitte National Health Services. Fraser Health Patient Food System Review Executive Summary. Feb. 23, 2005
Week 5 October 6	Human resources management cont'd Productivity standards Labour costs	Practice Paper of the American Dietetic Association: A Systems Approach to Measuring Productivity in Healthcare Foodservice Operations
Week 6 October 13	THANKSGIVING HOLIDAY	
Week 7	Staff Training	Case study

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October 20 Online	Leadership	Return On Training Investment Tool Employee Turnover Cost Tool Leadership behaviors of school foodservice directors at financially successful operations: a qualitative study Susan W. Arendt <i>Journal of Foodservice Management & Education, Volume 4, Number 1, Pages 11 – 15 .</i> ©2010
Week 8 October 27	Mixed and variable costs Food costs and Standard food costs Operational efficiency ratio Average Check by Meal Period Food production Nutrition and foodservice linkages	CMTF case study Amit Sharma, Mary B. Gregoire & Catherine Strohbehn (2009): Assessing Costs of Using Local Foods in Independent Restaurants, <i>Journal of Foodservice Business Research</i> , 12:1, 55-71 Deloitte National Health Services. Fraser Health Patient Food System Review Executive Summary. Feb. 23, 2005
Week 9 November 3 online	Financial Statements Ratio Analysis Internal control methods overview	
Week 10 November 10	Independent Work	
Week 11 November 17	Ethics and Standards of practice Conflict of Interest (see ConAgra webinar),	Ethical Practice in Foodservice Management ADA 2008 Jurisprudence Assignment Presentations
Week 12 November 24 online	Budgeting and variance analysis MIS Funding mechanisms for healthcare Investment decisions Quality improvement	Walton, K, Williams, PG & Tapsell, L, What do stakeholders consider the key issues affecting the quality of foodservice provision for long-stay patients, <i>Journal of Foodservice</i> , 2006, 17(5-6), 212-225. Audits and More Manual, BC Ministry of Health http://www.health.gov.bc.ca/library/publications/year/2008/Audits_and_More_Manual.pdf
Week 13 December 1		Assignment presentations Practicum Workbooks due

BRESCHIA UNIVERSITY COLLEGE ACADEMIC POLICIES AND REGULATIONS

1. POLICY REGARDING MAKEUP EXAMS AND EXTENSIONS OF DEADLINES

When a student requests academic accommodation (e.g., extension of a deadline, a makeup exam) for work representing 10% or more of the student's overall grade in the course, it is the responsibility of the student to provide acceptable documentation to support a medical or compassionate claim. All such requests for academic accommodation **must** be made through an Academic Advisor and include supporting documentation. Academic accommodation on medical grounds will be granted only if the documentation indicates that the onset, duration and severity of the illness are such that the student could not reasonably be expected to complete her academic responsibilities. Appropriate academic accommodation will be determined by the Dean's Office in consultation with the student's instructor(s). Please note that personal commitments (e.g., vacation flight bookings, work schedule) which conflict with a scheduled test, exam or course requirement are not grounds for academic accommodation.

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A UWO Student Medical Certificate (SMC) is **required** if a student is seeking academic accommodation on medical grounds. This documentation should be obtained at the time of the initial consultation with the physician/nurse practitioner or walk-in clinic. A SMC can be downloaded under the Medical Documentation heading of the following website: <https://studentservices.uwo.ca/secure/index.cfm> . If it is not possible to have an SMC completed by the attending physician/nurse practitioner, the student must request documentation sufficient to demonstrate that her ability to meet academic responsibilities was seriously affected. Please note that under University Senate regulations documentation stating simply that the student "was seen for a medical reason" or "was ill" is **not** adequate to support a request for academic accommodation. All documentation is to be submitted to an Academic Advisor.

Whenever possible, requests for academic accommodation should be initiated in advance of due dates, examination dates, etc. Students must follow up with their professors and Academic Advisor in a timely manner.

The full statement of University policy regarding extensions of deadlines or makeup exams can be found at <http://www.westerncalendar.uwo.ca/2014/pg117.html>

2. ACADEMIC CONCERNS

If you feel that you have a medical or personal problem that is interfering with your work, contact your instructor and Academic Advisor as soon as possible. Problems may then be documented and possible arrangements to assist you can be discussed at the time of occurrence rather than on a retroactive basis. Retroactive requests for academic accommodation on medical or compassionate grounds may not be considered.

If you think that you are too far behind to catch up or that your work load is not manageable, you should consult an Academic Advisor. If you consider reducing your workload by dropping one or more courses, this must be done by the appropriate deadlines (refer to the Registrar's website, www.registrar.uwo.ca, for official dates). You should consult with the course instructor and the Academic Advisor who can help you consider alternatives to dropping one or more courses. *Note that dropping a course may affect OSAP eligibility and/or Entrance Scholarship eligibility.*

The Dean may refuse permission to write the final examination in a course if the student has failed to maintain satisfactory academic standing throughout the year or for too frequent absence from the class or laboratory.

3. ABSENCES

Short Absences: If you miss a class due to a minor illness or other problems, check your course outline for information regarding attendance requirements and make sure you are not missing a test or assignment. Cover any readings and arrange to borrow notes from a classmate. Contact the course instructor if you have any questions.

Extended Absences: If you have an extended absence, you should contact the course instructor and an Academic Advisor. Your course instructor and Academic Advisor can discuss ways for you to catch up on missed work and arrange academic accommodations, if appropriate.

4. POLICY ON CHEATING & ACADEMIC MISCONDUCT

Scholastic offences are taken seriously and students are directed to read the appropriate policy, specifically, the definition of what constitutes a Scholastic Offence, at the following Web site: http://www.uwo.ca/univsec/pdf/academic_policies/appeals/scholastic_discipline_undergrad.pdf.

Students are responsible for understanding the nature of and avoiding the occurrence of plagiarism and other academic offences. Students are urged to read the section on Scholastic Offences in the Academic Calendar. Note that such offences include plagiarism, cheating on an examination, submitting false or fraudulent assignments or credentials, impersonating a candidate, or submitting for credit in any course without the knowledge and approval of the instructor to whom it is submitted, any academic work for which credit has previously been obtained or is being sought in another course in the University or elsewhere. Students are advised to consult the section on Academic Misconduct in the Western Academic Calendar.

If you are in doubt about whether what you are doing is inappropriate or not, consult your instructor, the Student Services Centre, or the Registrar. A claim that "you didn't know it was wrong" is not accepted as an excuse.

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The penalties for a student guilty of a scholastic offence (including plagiarism) include refusal of a passing grade in the assignment, refusal of a passing grade in the course, suspension from the University, and expulsion from the University.

Plagiarism:

Students must write their essays and assignments in their own words. Whenever students take an idea or a passage from another author, they must acknowledge their debt both by using quotation marks where appropriate and by proper referencing such as footnotes or citations. Plagiarism is a major academic offence (see Scholastic Offence Policy in the Western Academic Calendar).

All required papers may be subject to submission for textual similarity review to the commercial plagiarism detection software under license to the University for the detection of plagiarism. All papers submitted for such checking will be included as source documents in the reference database for the purpose of detecting plagiarism of papers subsequently submitted to the system. Use of the service is subject to the licensing agreement, currently between The University of Western Ontario and Turnitin.com.

Computer-marked Tests/exams:

Computer-marked multiple-choice tests and/or exams may be subject to submission for similarity review by software that will check for unusual coincidences in answer patterns that may indicate cheating. Software currently in use to score computer-marked multiple-choice tests and exams performs a similarity review as part of standard exam analysis.

5. PROCEDURES FOR APPEALING ACADEMIC EVALUATIONS

All appeals of a grade must be directed first to the course instructor. If the student is not satisfied with the decision of the course instructor, a written appeal signed by the student must be sent to the Department Chair. If the response of the department is considered unsatisfactory to the student, she may then submit a signed, written appeal to the Office of the Dean. Only after receiving a final decision from the Dean may a student appeal to the Senate Review Board Academic. A Guide to Appeals is available from the Ombudsperson's Office, or you can consult an Academic Advisor. Students are advised to consult the section on Academic Rights and Responsibilities in the Western Academic Calendar.

6. PREREQUISITES AND ANTIREQUISITES

Unless you have either the prerequisites for a course or written special permission from your Dean to enroll in it, you will be removed from the course and it will be deleted from your record. This decision may not be appealed. You will receive no adjustment to your fees in the event that you are dropped from a course for failing to have the necessary prerequisites.

Similarly, you will also be deleted from a class list if you have previously taken an antirequisite course unless this has the approval of the Dean. These decisions may not be appealed. You will receive no adjustment to your fees in the event that you are dropped from a course because you have taken an antirequisite course.

7. SUPPORT SERVICES

The Brescia University College Registrar's website, with a link to Academic Advisors, is at http://www.brescia.uwo.ca/academics/registrar_services/index.html. The Western Registrar's website is at <http://www.registrar.uwo.ca/index.cfm>. The website for the Student Development Centre at Western is at <http://www.sdc.uwo.ca/>. Students who are in emotional/mental distress should refer to Mental Health @ Western <http://www.uwo.ca/uwocom/mentalhealth/> for a complete list of options about how to obtain help.