



**Advanced Food Management
Policies and Procedures Manual
FSS 4234 Spring 2011**

**Florida International University
School of Hospitality and Tourism Management**

**Lab: Monday, Wednesday and Thursday 9:00-3:15 PM
and Tuesday 2:00-9:00 PM**

Professor Rachel Reppert

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Advanced Food Management

Spring Term 2011

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Office Hours: By Appointment

Welcome to the advanced food management course!

This is a unique course designed to simulate the experience of managing a food and beverage operation.

This is a rotating managerial experience involving you as a student in the planning and purchasing as well as preparation and service of a series of actual events.

This course is designed to optimize the utilization of resources- human, material, and financial – in an operating situation, including marketing, employee and customer relations, team management, and all areas of food and beverage management.

This is a chance to be a manager and make decisions! Take full Advantage of this opportunity to exercise your creativity and achieve your own management potential!! If you put 100% into this course your success is imminent! A good manager must make decisions quickly and make the best use of time to be effective. Delegation of tasks and motivating employees to achieve excellence in the industry requires knowledge, communication skills and leadership.

Operating Procedures and Policies

Attendance and being on time:

This course requires all members to be present in order to operate the restaurant.

The policy is that attendance is **Mandatory.**

This course requires you to meet outside of class with your group to plan all aspects of an actual event. You are expected to produce materials and meet deadlines as management professionals.

You are required to meet with the professor as a group prior to your event to finalize plans, this time will be outside of class time and set by the professor and will require flexibility.

Failure to attend class will impact your final grade severely as you will be evaluated in each class session and participation and performance is 70% of your final grade

If you cannot in good faith commit to these requirements because of other priorities It is suggested that you drop this course and take it when you can make it a priority.

For an absence to be excused it must:

- A. Be stated in the FIU guidelines as a legitimate absence
- B. Supported by written documentation
- C. The professor must be notified prior to the absence
- D. The absence must be verifiable by the professor.

Failure to meet any of the above criteria will invalidate the excuse.

Furthermore laboratory time will be made up at the professor's discretion.

Lateness: Class will begin with attendance being taken promptly at the beginning of class. If you are not present at that time you are late this will result in a grade deduction from your daily grade.

Absence and lateness place an unnecessary burden on your fellow students and as such will not be tolerated. When you are a manager you will see the wisdom of this policy!

2.Dress Code and items required for class

All students will be appropriately attired at All times with the proper uniform or participation in the lab will not be permitted. There are no exceptions to the dress code! For class the complete kitchen uniform is required, which includes pressed chef jacket, checkered kitchen pants, apron, neckerchief, FIU hat, **slip resistant black shoes** and white socks. For front of the house you will wear the kitchen uniform to set up and then change into the service uniform. **The service uniform includes a starched plain white shirt, black dress pants, black belt, black polished shoes, and black socks.**

This includes any type of advanced preparation work done outside of class time. Please refer to the uniform guidelines and adhere to them. Dress for Success! It is the student responsibility to have the proper uniform, for each class not the management teams.

To participate in food production sharp knives are required (Chef Knife and pairing knife). If you show up without knives you will not participate in the lab

3.Group Selection

The professor will choose groups for the semester. This will not change without the consent of the professor. Once you are in a group its time to begin working on your training manual. In order to earn the most possible points turn in assignments when they are due. **It is important to understand this class will require several hours each week working with your group In addition to the time spent in class.** A team is depending on you and so are our guests. You must manage your time well to meet assigned objectives.

4. Grading:

Grades in this course are based on your performance of tasks in class as well as outside coursework in organizing and planning your assigned event

You will be evaluated in the following manner:

Menu Project	15%
Training manual and function report	30%
Quizzes/ Exams	15%
Based on covered material on FOH and BOH	

Daily Participation	40%
Each class you will be evaluated on your performance in your area based on the class rotation	
Total	100%

Management Teams:

Management teams will rotate as follows:

1. Management
2. Line cooking
3. Prep team/ Stewarding
4. Service
5. Service
6. Pastry Team

5. Menu Planning

All menu items must come from the On Cooking text or a document provided to you by the instructor. You will be assigned a menu to produce with no variations. No items will be produced without an approved documented recipe from this source. All recipes must be word-processed in the standard recipe format, which is the same as the “On Cooking” Text. Each team must meet in its entirety with the professor to review the menu and recipes prior to your event. The professor has final say on all menu decisions without negotiation and all menu items must be approved. All menu items must be costed post demonstration to evaluate financial impact.

The components need to balance with each other as well as with the rest of the menus

6. Food Presentation

The guest “eats with their eyes” often deciding subconsciously whether food is good or not. Presentation is a critical element of cuisine second only to taste in importance.

Ease of service is important to consider as well as the skill required being reasonable. How practical is this dish to plate in a busy kitchen and serve hot in the dining room? Often portions are too large or too small, or stacked too high...

Remember with food, “simplicity is elegance.” Do not make the food too complicated. Try to visualize the accompaniments and sauces all together; diagrams of each dish in color will avoid mistakes. Remember always: Hot food Hot and Cold food Cold....that goes for the plates as well. Be careful with the color of the sauce. It should compliment the item. Do not serve cream sauces with roasted items. Take advantage of natural juices and reductions. Proper thickness of the sauce is important, do not let sauces run into garnishes, or appear sloppy and take away from the presentation. Placement of food on the plate (and table) is important. The food should be plated in such a manner that the guest can cut and eat it without having to move the plate. Make the food “user friendly” no unnecessary bones, shells etc. In terms of presentation, consider freshness, proper serving dishes and utensils,

Practical portion sizes of plate components, in harmony is the goal. Present a natural and appetizing look with good color in a clean pleasing manner.

In terms of creativity you may consider new ideas, a degree of difficulty yet proper balance, new shapes, different garnishes, and innovation.

Workmanship is displayed through clean-cut servings, exact cutting of vegetables, proper cooking, professional preparation with a great deal of care and Pride.

Marketing and Ticket Sales

The tickets for the events are sold by the lab office managers in the administrative offices, on a first come first serve basis. TICKET SALES WILL END 3 DAYS PRIOR TO AN EVENT. A flyer will be sent to the university community as well as to other members of the community. It is the General Managers responsibility to keep track of ticket sales as well as implement marketing plans. Our objective is to serve between 40 and 45 Quality meals, which are effectively managed. It is important that we do not exceed that number. As a member of the class you will be permitted to purchase tickets up to 1 week prior to the event.

The tickets are on sale now! Although your event is at least 3 weeks away class members must buy tickets prior to week 4 to insure availability.

If you wish to invite any friends and family you must act quickly or space may not be available. Occasionally we do get block bookings by the University administration. Should that occur then no tickets would be available for sale.

Communicating with your General Manager.

Your communication link within your group is your General Manager who is responsible for group progress and informing the professor.

It is your responsibility to communicate with your professor on all matters related to this course. You have many ways to access your faculty member and I suggest you utilize them through the chain of command. This will get you the Information you need quickly and avoid communication problems.

Class Overview

The primary purpose of this course is to understand the planning, organizing, supervising, leading and controlling elements of management. These fundamental skills are essential to ANY management position in the hospitality management. The idea of this class is to put some of the theory learned in the classroom to work. It's a classroom environment, so mistakes are allowed and expected. Hopefully, the mistakes you learn from will better prepare you for your careers. Everyone we come in contact with is a VIP and it is important to realize you are the VIP of the school of hospitality. I want you to exceed my expectations and the expectations of our Guests

1. The class will divide into management teams of anywhere from four to five students. Each management team will decide management positions based on experience and preference. The positions are as follows:

General Manager/Coordinator
Chef/Kitchen Manager
Dining Room Manager
Sous Chef/Assistant Kitchen Manager
Pastry Chef/
Steward

2. Each team will be assigned their own menu, to produce a concise training manual for your event. Working together as functioning management teams the assigned menu will become a very important tool. The menu effects every management team decision you will make. Each event is unique; your creativity in designing a printed menu and décor theme will create ambiance. We are looking for “simple elegance” in décor and service, efficiency is a priority for our guests.

1. Each team will be responsible for planning and organizing two sessions of the course. The first is Demonstration day. This is the day when the management team runs the class, training the rest of the students on the various details of their menu, service, philosophies, etc.. The second week is “event-day”.
2. After selling tickets (see section titled “Reservation System”), it’s show time. The entire class, led by the management team will operate the restaurant, from open to close,

4. The Chain of Command for this course is as follows:

1. Student Team member: asks question to....
 2. Student manager: asks question to...
 3. Student General Manager: asks question to....
 4. Teaching Assistant: asks question to...
 5. Chef Instructor: asks question to ...
- * If this is a safety/ sanitation issue or emergency go directly to the Chef-Instructor

5. Role of Teaching Assistants:

The teaching assistants are trained professionals who have advanced training and experience. In most cases they aspire to teach post graduation. They are here to assist you and the professor in achieving the highest level of instruction. They are to be treated with the same respect you give your professor and it is expected that you will follow their instructions. They are not here to “do it” for you but to show you how to do it properly.

You can ask them advice and get different viewpoints on solving or answering a question. Remember there are many ways to get to the same place; we want you to explore and decide the best way for the situation at hand.

GENERAL DESCRIPTION OF MANAGEMENT POSITIONS

General Manager

This position parallels a hotel, food and beverage director, or restaurant general manager. The most important part of this position is to communicate effectively with the professor and team members. The General Manager is responsible for organizing the group, evaluating the other managers, scheduling assignments and meetings, coordinating between front and back of house and confirming the overall readiness of the demonstration and event schedules.

Chef

-Responsible for all kitchen operations and purchasing. Reports to, and is responsible to communicate any and all pertinent data to the general Manager. This person leads the menu planning, recipe development, food and equipment requisitions and is the direct supervisor for the entire kitchen staff.

Dining Room Manager

-Responsible for the planning of dining room procedures and operations, this includes décor and menu design. Reports to, and is responsible to communicate any and all pertinent data to the teaching assistant as well as General Manager. Plans and organizes all equipment requisitions for the dining room. Is the direct supervisor for the entire dining room staff.

Sous Chef/Assistant Kitchen Manager-Assists the kitchen manager. And is the “hands on” supervisor responsible for all aspects of food preparation. The Sous-Chef is responsible for recipe and menu development along with the Chef. Duties include checking all food orders, costing all food items prepared including staff meal. Is Responsible for the overall staff safety and sanitation and supervision of stewarding staff. Trains staff in specific food preparation details and maintains production schedule. Oversees the planning and preparation of staff meal on event day.

Steward

The steward is the primary support for supplying the chef with items necessary for production and service of your event. Duties include the organization of food,

equipment and service ware as directed by the chef. Supervision of a stewarding team in the preparation of staff meal, all ware washing and cleaning duties related to the event.

Pastry Chef

Responsible for the class production, development and coordination of all baked goods, deserts and breads. Works closely with the general manager and kitchen managers. Must communicate any and all pertinent data and is subordinate to the Chef. The Pastry Chef is also responsible for final cleaning of the lab along with entire management team.

MENU DEVELOPMENT

Each team will be responsible for developing a printed menu for our guests. This is to be approved by the professor prior to printing

The menu graphics should match your décor so there is continuity to the experience.

These considerations are primarily for the development of the menus for this class, and for the creation of menus in general.

Note: The following statement must appear on your printed menu:

Welcome to Florida International University's School of Hospitality and Tourism Management. Today's LUNCH Has been planned, prepared and served by the students as a restaurant management training session for our course in Advanced Food Production Management.

SOME CONSIDERATIONS:

1. Who are the customers?
2. What are the customers' expectations?
3. Build the menu from light to heavy-salad greens, pasta appetizers, tenderloin with rice and vegetables, and puff pastry with chocolate butter cream and crème anglaise.
4. Do you have the equipment needed to produce the items?
5. Does your staff have the skills to produce the menu items?
6. Does the plate presentation optimize the textures, contours, height, weight and colors of the food items?
7. How can the leftovers be used in other products?
8. What items need refrigeration? Freezing? Are the logistics possible?
9. If the product becomes unavailable at the last minute, what alternatives are available?
10. How perishable are the products?
What is the availability and origin of the products?
11. How long will it take to produce this item for a large group? How many people and at what skill level?

TYPES OF MENUS:

1. A La Carte-Separate price for every menu item.
2. Modified A La Carte-Separate price, but includes starch and vegetable.
3. Prefix(pronounced "preefee")-Everything inclusive in one price.
4. Cyclical-Every Monday is the same, etc. (Used in cruise lines, retirement homes, etc..)
5. California-Any meal, any type, anytime.

6. Specialty-Children's, vegetarian, kosher, etc..

TRUTH IN MENUS:

1. Regulations-Federal, State, County and Municipal regulations vary, so find out your legal responsibilities!
2. Quantity-size, bowl, cup, weight, count
3. Quality-Grades, what they mean; is that what you are serving?
4. Pricing-Customer cannot be charged for a price addition unless it is stated clearly and visibly.
5. Product Identification-capon v. chicken; ground beef v. ground sirloin, etc.
6. Point of Origin-Bay Scallops v. Sea Scallops, Maine Lobster v. North Atlantic, etc.
7. Merchandising Terms-Fresh
8. Visual Presentation-What you see in the picture on the menu is what you should get.
9. Dietary and Nutritional-Salt free, sugar free: If there is alcohol in the product, it MUST BE STATED ON THE MENU.

DINING ROOM STANDARDS

This section contains some basic guidelines that have been developed for the operation of OUR FOOD LAB. Your Professor and student teaching assistants will teach each standard more specifically, so this list is just a preview.

Remember, in our industry, there is very little that is absolutely right or wrong. Decisions regarding the correct way to perform most service procedures are very subjective. What is right for my restaurant might be wrong for yours. The key element is that standards must be created and adhered to. Flexibility is extremely important as standards can change. When the standard does change, it must be communicated to the whole staff. For example, if the Tuesday manager decides to change the table set-up, but doesn't pass this on to the Thursday manager, your establishment will be confused, as will be your customers.

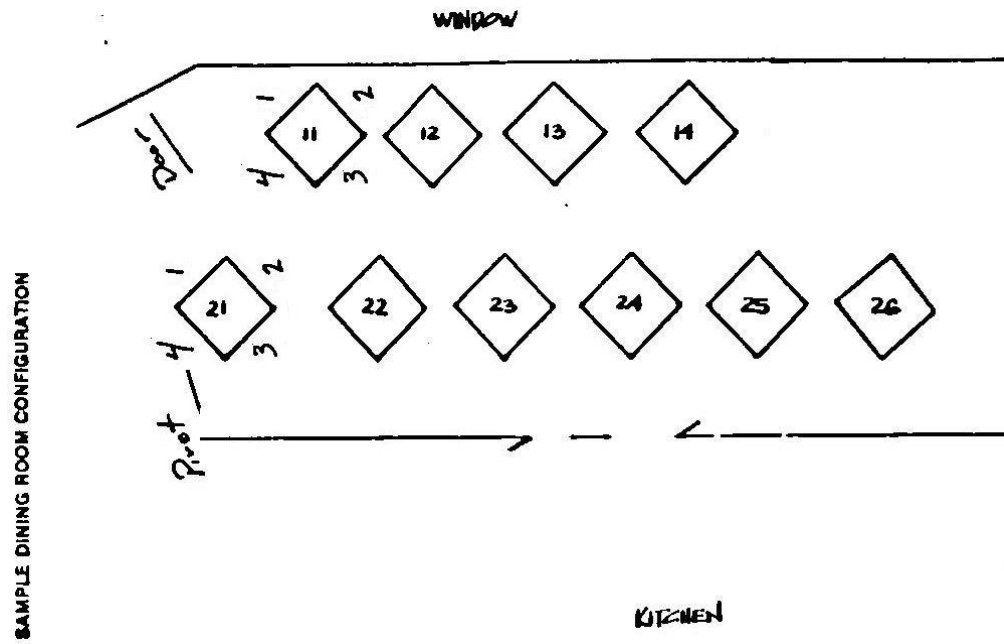
So remember, these standards are NOT etched in stone, but they ARE the standards, and until there are exceptions made, they must be adhered to.

Table Layout-There are many different opinions about the best way to set our dining room. The reservations will dictate the table layout along with the shape and functional areas of the room, good traffic flow is a priority,

Here are some guidelines to consider, followed by a couple of sample layouts that have proven to be the most effective at creating as real an experience as possible.

1. Alignment-Keeping the tables in a STRAIGHT LINE is the most important factor to consider. Use the ceiling tiles to line up the center of the tables in PERFECT lines.
2. Spacing-Allow enough space to walk through, yet do NOT put too much space between tables (Remember Professor Hurst: “Small, busy places...Privacy in a crowd...”)
3. Management Direction-From reservation information the management teams must draw up the schematic for the dining room layout and plan to manage service from set-up to break-down. The most important task of the GM and Dining Room Manager is service planning and effective training,
4. Realism-The idea is to create as real a situation as is possible. Use your experience and judgment to assist your decision-making. (Example: Restaurants do NOT use round tables for “4-tops”. Allow for crowded tables, but do NOT use rounds for less than “5-tops”. Also, unless you are told by the faculty to use 5's and 6's, attempt to keep the dining room to all 4's). If you must use round tables for 5's or 6's, they go best against the window, in line with the rest of that row.
5. Numbering System-Starting with the row against the window are the “1's”. So row 1, table 1 is table 11. Row 1, table 3 is table 13, etc. The table in each row that is closest to the front door will be the first table in each row. (See the examples on the following pages). The row of tables that runs down the center of the room are the “2's”. Hence, row 2, table 1 would be table 21. NOTICE THAT NONE OF THE TABLES END IN A “0”. Row 3, if necessary, is the one against the wall closest to the kitchen.

6. Pivot Points-Every position at every table should have a number so that food can be served without “auctioning”. The present standard is to make seat number 1 the seat with the person’s back to the front door. Then progress clockwise from seats 2,3,4,etc..

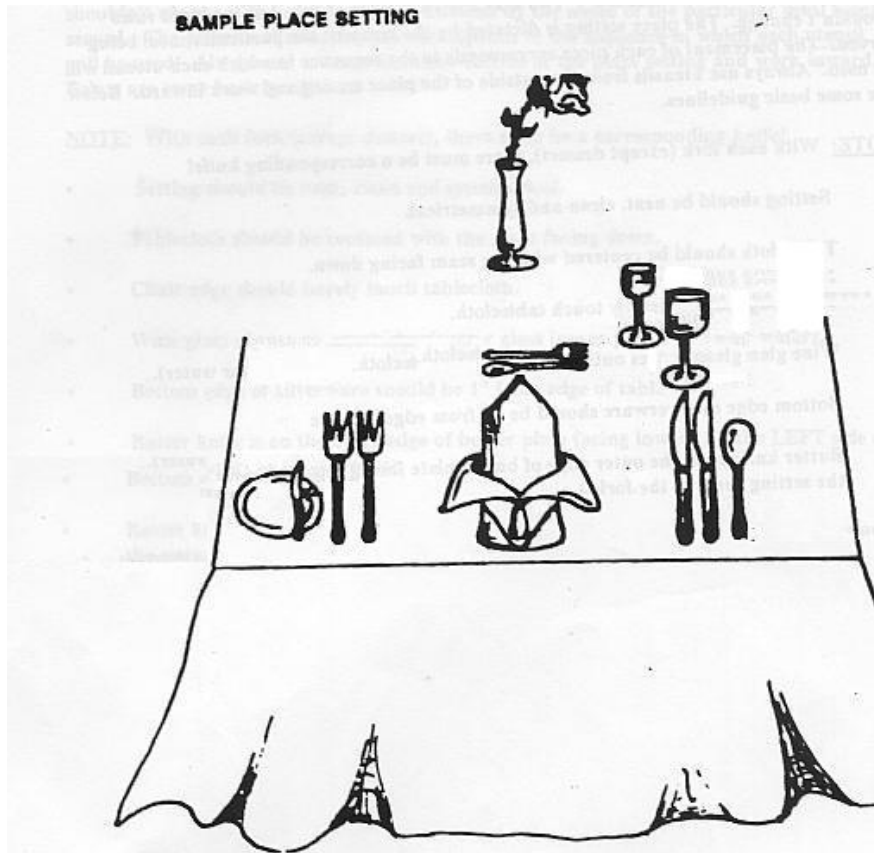


Standard Table Set-Up/Place Setting-On the following page is a place setting accepted by our faculty as the “FIU standard”. You may use variations of this, but the basic rules shouldn’t change. The menu of the particular meal being served dictates the place setting. The placement of each piece corresponds to the sequence in which each utensil will be used. Always use utensils from the outside of the place setting and work inward. Below are some basic guidelines.

NOTE: With each fork (except dessert), there must be a corresponding knife!

- ❖ Setting should be neat, clean and symmetrical.
- ❖ Tablecloth should be centered with the seam facing down.
- ❖ Chair edge should barely touch tablecloth.
- ❖ Wine glass always goes outside of water glass (never pour wine over water).
- ❖ Bottom edge of silverware should be 1" from edge of table
- ❖ Butter knife is on the outer edge of butter plate facing inward on the LEFT

side of the setting (next to the forks).

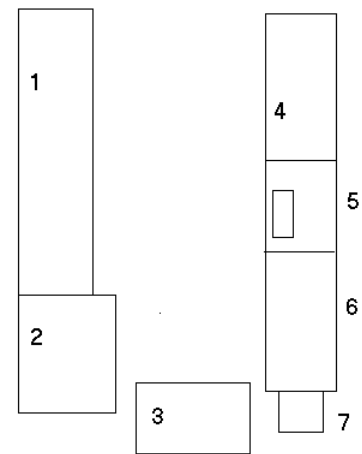


BEVERAGE STATION

The following

g is a detailed Mise-en-Place for the beverage station. This is one of the more complicated and difficult jobs to do during a function. Organization is vital. This checklist should be followed based on your menu.

- Bar towels
- Bread baskets with fork and serving spoon for French serving
- Bread (be sure bread warmer is on)
- Butter dishes (4-part)
- Coffee cups and saucers
- Corkscrew
- Creamers
- Iced tea bags
- Large steel containers for tea
- Lemons (4-5) (or oranges)
- Movable cart to use as table
- Plastic cups for staff beverages
- Ribbon to mark decaf, milk, etc.
- Service Trays with napkins
- Sugar bowls, sugar, sweet-n-low, equal
- Tea pots
- Water and coffee pitchers
- Water dispenser
- Water glasses (for tea or other soft beverages)
- Wine



1. Coffee Cupboards
2. Red wine racks
3. Silver cart filled with cups and saucers
4. Ice machine
5. Ice bin lined with wine bottles
6. Bread warmer and overhead fridges
7. POS touch screen

LINEN, CHINA, GLASSWARE AND SILVERWARE

LINEN:

Tablecloths: (all white)

72" square (FOR SQUARE 4-TOPS)

90" square

108" round

NAPKINS:

White square

Note: We have a linen supply company **and linen in assorted colors is available, however it must be ordered three weeks in advance.**

CHINA:

Management team members are responsible for the selection inventory and care of the china. We will use a requisition system and account for items pre and post event.

- There are TWO patterns with specific amounts of each size. You **MUST** become familiar with the two patterns in order to best match your menu items to the right plates. If you pick a pattern it must be used consistently through the entire meal.
- When preparing a requisition, you need to thoroughly think through the entire meal to determine the EXACT pieces necessary. The requisition is due when food is ordered 1 week in advance. Remember, from the time of the demonstration to the event day, there may be changes. Hence, you simply adjust the requisition the day before or the morning of the event. When you have the reservation sheet, which you get from Mohammad.

GLASSWARE:

As above, the real key is to KNOW what and how many of each item we have. Be sure to see the various glass racks and become aware of the special glasses kept in the storage area (dessert glasses, champagne flutes, etc..).

Please remember the safety element of glassware. An example of a glassware safety incident happened one recent semester: The students put balloon glasses into the white glass rack; subsequently we appeared to be out of glass rack space. Suddenly there were glasses piling up in the dish area, and something fell, shattering some of them. One of the dish machine operators almost cut their hand on the glass!

SILVERWARE:

- As with the china and glassware, the silver is real and must be requisitioned and accounted for pre and post event.
- Walk through the menu to determine what is needed to match the menu. This will avoid having to reset the entire room.
- The storage of the good silverware is very important. The students will arrange the silverware neatly on full sheet trays, lined with old linen (to avoid sliding). Separate each item on its own tray, and stack in groups of five (except with knives, which should be lined up in an alternating fashion). EACH MANAGEMENT TEAM IS RESPONSIBLE FOR THE ORGANIZATION DURING THEIR WEEK!
- You will need to requisition the silverware before the start of function day. You can do it either the day before, or you can come in early on function day. This is up to the management team and the teaching assistant. DO NOT procrastinate or you will be behind all day!

REQUISITIONS

The form given for the dining room is an attempt to simplify the process. It does NOT contain every single item you will need, only the main ones. You must consider non-requisitioned items such as trays, tray stands, wine openers, etc.. If you feel more comfortable with a separate checklist for the incidental items, feel free to create one. The management team should have someone responsible (dining room manager) for the preparation of the requisition. As has been mentioned in previous sections, the point here is to think through their menu to determine what items are needed. It is “what items” that is more important than the exact quantities of those items. The exact counts will be impossible to determine until just before the function. Once you know the items needed, it is easy to put numbers to them.

Do you need a requisition for the test cook? Yes. Planning for the test cook is preparation for the actual function.

The following pages contain some words explaining the requisition process related to the food. It’s rather philosophical, but does a great job giving the students insight to what a requisition is and how it applies to this class.

Other than these guidelines, the rest is up to you to use your management skills to work out the system that is best for you.

FOOD AND BEVERAGE REQUISITION

A REQUISITION IS BOTH A FORECAST AND A BUDGET FOR OUR PURPOSES.

The use of the requisition in our labs is a means to control overall lab food costs, a mechanism for insuring adequate supplies, useful in controlling inventory, but also and perhaps most importantly, a teaching aid to familiarize us with the methods of costing and purchasing.

You may be working in a large hotel or a central commissary, electronic requisitions are very common tool of our business. Most chain restaurants use dedicated programs and just in time inventory, an important aspect of being a manager. Take advantage of understanding using the requisition as a tool.

We have been taught the importance of using every management tool available in the successful operation of a restaurant. Such familiar tools as forecasts of revenue and operating budgets aren't thought of in terms of their relationship to requisitions. Instead we concentrate on cost of goods sold and gross operating profit as measures of our management proficiency.

Yet, isn't a "request" for the food and beverage items required to prepare a predetermined menu with exact guest counts (or covers) the same as cost of goods sold? Remember the formula for the determination of COS. In our example the cost of food sold is: beginning inventory plus purchases minus ending inventory equals cost of goods sold ($BI + P - EI = COS$). Since our beginning inventory is our purchases and we have no ending inventory we can say this requisition comprises our COS.

CONTROLLING FOOD COST IS PARAMOUNT TO SUCCESS IN THE KITCHEN.

In our Advanced Course function exercise we have a golden opportunity to see the effect of food cost on operating profit. The over-simplification of our Income Statement lends itself to an engaging analysis of food expenses on "the bottom line".

If we sell 50 event tickets (our forecast) at \$10.00 each, for \$500 in total revenue ($50 \times \$10$) and the total requisition cost for food and beverage comes to \$250.00 (not an unreal figure, just ask the first GM) then our food cost percentage is 50% ($\$250/\500). That's just food cost percentage! Since labor or payroll expenses can be expected to be around that figure, how much does that leave for the undistributed operating expenses such as administrative and general, utilities and property operation, as well as, the usually very substantial fixed costs, rent, insurance, and property taxes and depreciation?

It doesn't take long to realize that controlling food costs (staying with-in budget), particularly in the Advanced Course restaurant exercise, can make the difference between profit and loss. And since teaching FIU students how to operate a restaurant successfully is the goal of your Professor, it doesn't follow that they'll look kindly on an unprofitable function when it comes time for evaluation.

FOOD COSTS

FOOD COSTS EFFECTS ON FINANCIAL STATEMENTS:

Since we've already determined the requisition is for our intents and purposes our COS, let's look at the effect misrepresentation of the requisition has on a restaurant's major financial statements.

Balance Sheet

A restaurant's financial stability and net worth (assets - liabilities) determines and affects its very existence. Inventory, a critical factor in the COS formula, is classified on the balance sheet as a current asset. In addition, the liquidity ratios we learned, or will learn, in "64" taught us the importance of maintaining a strong current ratio (current assets - current liabilities) because lenders will consider these ratios before extending short-term loans, a sometimes life or death proposition. So if your inventory is unreliable your net worth is also.

Therefore, misrepresenting, either overstating or understating, the COS will have an effect on inventory and possibly your company's solvency (existence) In any case, we'd not be getting the most effective use of an expensive asset.

Income Statement

A glowing income statement is the restaurant manager's "Holy Grail". More specifically, controlling variable expenses, such as food/beverage costs is the bane of Food & Beverage Managers everywhere. Don't kid yourself, if you can't control costs so as not to negatively affect "bottom-line", your future in restaurant management is doomed. Besides, many restaurant managers receive their bonuses based on their ability to stay within budget and keep costs down.

Statement of Cash-Flow

Many Hospitality Students have come to realize that producing Net Income does not necessarily mean you won't go bankrupt. The management of cash is often the more critical skill. This delicate balancing act often depends on your ability to stay within budgeted operating expenses of forecasted sales. A miscalculation might result in too much cash; dollars just lying around aren't earning anything or not enough. Therefore, optimum cash management, the balance of surplus with sufficient dollars, can either be the "final nail" or the launch of super-stardom in a good-manager starved industry.

REQUISITION BREAKDOWN:

The requisition consists of three parts: heading information, menu item section, and an itemized list.

Heading Information

Every line or blank must be filled or answered. Test cook date, luncheon date, exact time requested (including day of week), and date of order must all be checked by the kitchen manager and the G.M. The telephone number must accompany names of the coordinator and kitchen manager where they can be reached. In addition, all requisitions must be approved in a review with the group and signed by the Professor.

Menu Item Section

After approval by your Professor, the kitchen manager can fill in the menu item section starting with the items on the menu in order of service. For example, bread would go first, followed by soup or salad. Entrees are listed next followed by their accompanying starches and/or vegetables. Desserts follow normal menu sequence and are listed at the end.

Portion size and number of portions must be filled in and every member of the function-management and staff must be made aware of them.

Itemized List

This is tedious and will take time so do not rush. Mistakes are common when attention to detail is not present. The top line in this section looks like this:

<u>ITEM</u>	<u>UNIT</u>	<u>QTY</u>	<u>\$/UNIT</u>	<u>TOTAL \$</u>	<u>COMMENTS</u>
-------------	-------------	------------	----------------	-----------------	-----------------

(followed by an example):

flour, hi-gluten	lb.	5	0.185	0.925	
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You'll notice that $QTY \times \$/UNIT = TOTAL \$$ ($5 \times .185 = .925$). This equation, then, must consistently be used to determine item price; furthermore, totaling this column produces Total Cost for all items, our final line item in the heading information section. You are to use excel for all recipes and requisitions

Being able to determine how the UNIT column should be measured (eg. lb., oz., gal. bunch, or ea.) Is not only a matter of practice or experience, but of knowing how the recipe is measured. So put your "thinking cap" on and picture how you would order it and remember the purchase unit and recipe unit often differ.

Under the ITEM column are listed the items to be ordered using the name you would give to the purveyor. For example, Dolphin, fillet or potatoes, Idaho clarifies for Mohammed what you want. Again, what kind of onions-red or Spanish? Do you want fresh or dried thyme? And what kind of apples-Granny Smith, Mackintosh, or Delicious?

Another very important point to remember is to classify your list according to item groups. For example, always start with the meat, fowl (poultry), and/or fish used in the preparation of the entrees. After this category item is totally listed, and without skipping any spaces, fruits and vegetables follow. Next come seasonings, either fresh or dried. The dry goods category such as flour, corn meal, milk powder, rice, and baking soda comes next followed by the dairy section. Then fats (oils and butter) and the miscellaneous sections are the last items listed.

ORDER SEQUENCE:

1. MEAT/POULTRY/FISH
2. VEGGIES/FRUIT
3. SEASONINGS (both dry and fresh)
4. DRY GOODS
5. DAIRY
6. FATS
7. MISCELLANEOUS

It is important to get everything right or in proper order to ensure the right product is purchased.

The final box in the items section is called COMMENTS, and it is used to site the source of your cost per item. For example, if your price came from the “par” list, you’d put “par” in this space. Many items will be priced from invoices, such as from Carnival, our veggies/fruit supplier, or with receipts from Publix food stores. In any case, your pricing source goes here.

When you create your spreadsheet to compile your data from the requisition you might want to consider expanded uses. For example, an additional column next to the COMMENTS column could be added to include a RECEIVED section where the kitchen manager could not only “check-off” requisitioned items, but account for any shortages.

Keep in mind there are many format styles to use for requisitions. Unused item credit slips for returns and transfer slips to different departments are also common subcategories of requisitions. Using any and all tools at our disposal increases our chances for learning and presumably practicing what we’ve learned in order to succeed in restaurant operations.

DINING ROOM REQUISITION

Day and Date of luncheon:
Number of covers expected:

Management Team contact person and phone#:

ITEM	QUAN. REQUESTED	QUAN. ISSUED	QUAN. RETURNED
CHINA:			
Dinner fork			
Dessert fork			
Knife			
Butter knife			
Teaspoon			
Soup spoon			
Bouillon spoon			
Serving spoon			
Iced teaspoon			
Teapots			
Salt and Pepper shakers			
Creamers			
Sugar caddies			
Butter dish, 4pcs			
Gooseneck			
Coffee pots			

Water pitcher			
Bud vase			
Water glass (iced tea)			
White wine glass (All purpose)			
Balloon glass (red wine)			

OTHER ITEMS NEEDED (Not on the Requisition form)

Here is a list of some other items that you will need for all or some functions. They are not included on the requisition because the requisition is for the most often used items that are kept locked up. It is important that you AND the Management team be aware of the “other” items so they can be readied before service.

- Coffee cups and saucers-are kept under the espresso machine
- Demitasse cups and saucers-under espresso machine
- Tablecloths- 72" - square
90" - square
108" - round
- Napkins
- glasses for desserts (in pastry storage room)
- Champagne tulips (in pastry storage room)
- Lead crystal glassware (water, balloon, flutes, young white, white)
- Trays and Tray Jacks (kept in glass room)
- Bar towels (stored in back linen room)
- Corkscrew
- Bread display baskets
- **Glass Globes**
- **Cumbers**

WHAT ELSE??

SIDE STANDS

The side stand is often utilized in larger rooms to hold mise en place for efficiency. Our side stand is the pantry and should be well stocked with the following items most often needed on the side stands.

- **Extra silverware (on a plate wrapped in a napkin) called a marking plate**
- **Water/beverage glasses**
- **Table Crumbers**
- **Extra checks and waiter books**
- **Salt and Pepper shakers (2 sets per stand)**
- **Water pitchers**
- **Extra napkins**
- **Extra bread and butter plates**
- **Server side napkins for handling hot plates**

SERVICE SEQUENCE

NOTE: Remember the basics. Always serve solid items from the right side with the right hand and always clear from the left side with the left hand.

Action

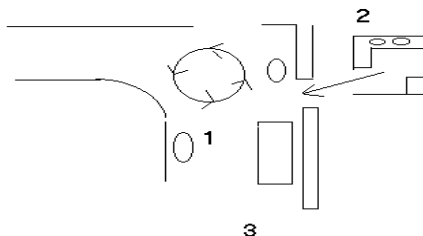
1. Menu Presentation
2. Water Pouring
3. Order Taking
4. Beverage Service (tea, etc.)
5. Bread Service
6. Appetizer Service
7. Clear Appetizer
8. Serve Wine
9. Serve Entree
10. Clear Entree
11. Clear Table
12. Crumb Table
13. Desserts and Coffee Order
14. Serve Coffee
15. Serve Dessert
16. Clear Everything
17. Turn the Music Off!

Comment

From left
Server greeting
From the right
If any
May be done with left or right
And/ or Salad
Leave show plate if used
Use correct twisting motion

Clear every item not needed
Table should be very clean

Pour into cups on table

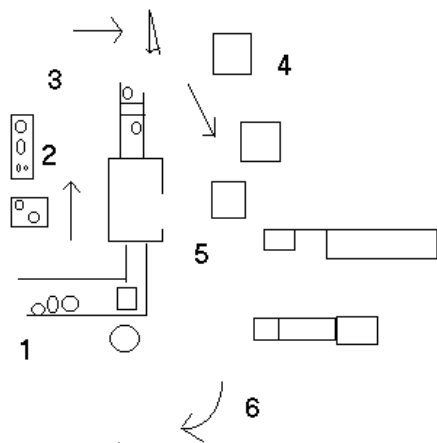


Reception Area

1 Set and cover trays for guests to place glasses

2 Prepare and plate finger foods in storage room

3 Set and arrange cocktail beverage in front of the sponsors display



Note: This only applies to a reception prior to service.

SILVER CYCLE

- 1 Fill separate bins for silver with water and soap (delegate someone to separate if needed)
- 2 Place both plate carts along the other side of the sanitation area
- 3 At the receiving end of the dishwashers organize silverware into categories
- 4 Place sheet rays covered with wax paper in the hojo room to line up silver
- 5 Bring in the silver cart and slide in the full trays
- 6 Return silver on cart to the silver room

CHECK WRITING

The computer system will be utilized to place orders, however we will use the check system first. When computers are not reliable or malfunction you will know this skill. Here are some basic rules to follow regarding check writing. It is extremely important to practice this numerous times until everyone knows it.

- **Write large and legible**
- **Never write on line 1 (can't be seen when hanging on rail)**
- **Be sure to write server's name and table number on the bottom, large and circled**
- **Circle the numbers corresponding to women**
- **The expeditor always gets the hard copy**

Standard abbreviations:

S O S

Sauce on Side (Or dressing)

N S

No Sauce

X S

Extra Sauce

N O V E G

N O P O T

**CONCLUDING FUNCTION ANNOUNCEMENT
(GIVEN BY COORDINATOR/GENERAL MANAGER)**

Towards the end of each, LUNCH the Class members will all introduce themselves to the audience. First the G.M. makes the speech followed by the entire student team, followed by the rest of management team with the Chef last out of respect. This announcement is NOT to be read. It is to be memorized, and presented in a natural, comfortable conversational manner. DO NOT WAIT UNTIL THE LAST MINUTE TO LEARN THIS!!

“LADIES AND GENTLEMEN, ON BEHALF ON MYSELF (STATE YOUR NAME) AND THE MANAGEMENT TEAM I WOULD LIKE TO THANK YOU FOR ATTENDING OUR LUNCH

YOU HAVE BEEN EXPERIENCING AN EXERCISE IN RESTAURANT MANAGEMENT, WHERE WE, TOGETHER WITH PROFESSOR PARKER HAVE PLANNED, ORGANIZED AND SUPERVISED THIS LUNCH FOR THE PURPOSE OF PREPARING US FOR A MANAGEMENT CAREER IN THE HOTEL AND FOODSERVICE INDUSTRY.

I WOULD LIKE TO ASK THE CLASS, FOLLOWED BY THE REST OF THE MANAGEMENT TEAM TO INTRODUCE THEMSELVES, AND TELL YOU WHERE THEY ARE FROM.

WE HOPE YOU ENJOYED THE LUNCH AND LOOK FORWARD TO SEEING YOU AGAIN.

PLEASE HOLD YOUR APPLAUSE UNTIL EVERYONE HAS BEEN INTRODUCED. THANK YOU!”

NOTE: Students will state their name and state or country of origin ONLY!!

RESERVATION SYSTEM

Our Events are completely reserved in advance. We take no “walk-ins”

IT IS THE STUDENTS RESPONSIBILITY TO SELL THE TICKETS AND CONTROL RESERVATIONS. UNDER NO CIRCUMSTANCES ARE TICKET SALES TO BE LESS THAN 45 OR MORE THAN 55. Each management team is specifically responsible to sell tickets for their luncheons. However EVERYONE in the class must help, as it is in everyone’s best interest to have enough guests present to make the class fun and a worthwhile learning experience (and not boring!).

Occasionally, a luncheon will be pre-sold to a school organization, department or administrative group, such as the university president, vice-presidents or various deans. You will be made aware of these arrangements ahead of time, and given assistance as to how to handle each specific group. Otherwise, it’s up to you to use your marketing skills to sell tickets.

Suggestion: A “marketing committee” can be formed in each class to assist the ticket selling.

Tickets are handled on the fourth floor by Lab Managers. Advice: start early, and communicate with each other and with your Professor. You will not be permitted to purchase tickets as a class member less than 1 week prior to an event.

Be very careful to get all the names of those attending, and pay special attention as to how many are in each group. This minimizes confusion at the front door on event day.

More specific information related to ticket sales and your Professor and student teaching assistants will provide the reservation system.

TRAINING MANUAL

Outline

- 1. Management team demo and event day and date, positions, job descriptions, names, contact numbers.**
- 2. Mission statement, Copy of Menu, Menu description in detail, Description of ambiance.**
- 3. Complete schedule of all food items to be prepared with time allotted and sequence. Demonstration and Event job assignments to be completed by each member of the kitchen team, from set-up to breakdown.**
- 4. Standardized recipes for each recipe item on spreadsheet for ten portions in detail. This is to be done in excel and must include the menu on the first page followed by the requisition then recipes in sequence.**
- 5. Organizational chart depicting the lines of training responsibility for each management team member and staff. Prep list of all kitchen Tasks prioritized with time estimated and team assignments.**
- 6. Specific Job assignment for each team position. This includes supervisory and training objectives.**
- 7. Exam to be given to your classmates post demonstration to test training effectiveness with a minimum of 10 questions.**
- 8. Specific cleaning duties on-going for each staff member. Cost per portion of each recipe item and a cost per person for the demonstration**
- 9. Report on tickets sold and copy of reservation sheet from Paula.**
- 10. Service sequence, dress code , and standard abbreviations to be used for orders. Your complete Tabletop with detailed diagram and any decorations or special service instructions.**

Function Report

This report is to be submitted by the General Manager of The Management team within 10 business days of the event. In order to complete this on report time, delegation of tasks and teamwork are critical. Remember the importance of sequential organization and planning; effective communication within your team is the key to success.

OUTLINE

Section 1

- 1. Mission Statement of Management Team**
- 2. Type of function and date**
- 3. Job description for each management team member as well as an organizational chart showing the structure of the class function day.**
- 4. A chart showing sequential planning beginning prior to the test cook, along with a detailed account of duties assigned to each management team member. This should include the tasks delegated as well as completion and performance evaluation by the General Manager.**
- 5. Menu distributed function day as well as proof copy approved by the Professor.**

Section 2

Schedules for F.O.H. and B.O.H. tasks to include:

- 1. Preparation schedule for all food items.**
- 2. Set-up schedule for Dining Room**
- 3. Event Day schedule for Kitchen and Dining**

Section 3

- 1. Evaluation of Employees on function day. Include the evaluation criteria used as well as an explanation why.**
- 2. Evaluation of Management by individual management team members regarding team member participation. (confidential)**
- 3. Evaluation of management by survey of the class post function. Include the criteria and justification why it was chosen**

Section 4

- 1. Recipes standardized for event day in quantity to fit the number of reservations**
- 2. Diagram of each course detailing presentation**
- 3. Picture of actual item as served on function day**
- 4. Line diagram to show workflow of the kitchen**
- 5. Kitchen station mise en place for each line cook including ingredients, equipment and quantities for each line station identified by the menu**
- 6. All food requisitions costed out for the Test cook and event**
- 7. Cost per portion, cost per person, food cost non-food item costs in dollar amount as well as percentage figures compared to quantity sold.**

Section 5

- 1. Tabletop diagram and actual photograph**
- 2. Service sequence time schedule**
- 3. Financial accounting of ticket sales and actual attendance**
- 4. Number of items served in Dining Room compiled from guest checks**
- 5. Feedback from guests regarding event food service and**

Quality.

DINING ROOM RESEARCH PROJECT

(SEE PROFESSOR Reppert/ OPTIONAL)

This report must be typed, in English, using proper grammar and spelling and neatly presented. It is to be submitted by EVERY student on the date given by the Professor.

Part 1

- ❖ **Title page. Includes student's name, student number, due date of report, submission date, professor's name, name of establishments researched, contact persons and their phone numbers.**
- ❖ **Table of contents showing sections and page numbers.**

Part 2

- ❖ **Define the various types and levels of service related directly to five area restaurants. Relate this to textbook service, located in the library or trade periodicals. Use endnotes, or footnotes as appropriate.**
- ❖ **Compare and contrast the advantages and disadvantages of at least two types or levels of service from a managerial point of view.**

Part 3

- ❖ **Choose a restaurant (can be one of the five from above) in the Greater Miami/Fort Lauderdale area. If not in this local area, you must ask approval from the Professor.**
- ❖ **Describe the restaurant, i.e., opening date, type of menu, average check, seating capacity, size of staff, ambiance, decor, etc.**
- ❖ **Interview a manager. What does he/she feel is the problem of greatest concern? What is the most frequent customer complaint? Discuss the training for the dining room project. What is the turnover rate? Develop possible solutions.**
- ❖ **Visit the establishment, and observe. Make several visits at different times of the day. These observations are the most important element of the report. Discuss your observations in detail, such as demeanor and appearance of staff, labor efficiency, consistency and quality of service,**

Part 4

- ❖ Describe the establishment's merchandising techniques, including, but not limited to appetizers, drinks and dessert.
- ❖ Are the establishments maximizing sales through the service staff? Why, or why not? What changes could be made?

Part 5 (CONSULTING REPORT)

- ❖ You are a consultant, being paid "big bucks" to help improve the establishment. Write a concise report to the owner(s) which outlines recommendations, an implementation schedule, budget and potential gains in sales and profits as the result of such efforts. Draw on our discussions from sections two, three and four to make these recommendations. Format this document so it is a self-standing document, ready for delivery!

Sample Requisition Forms

Included below is a sample requisition form along with sample class participation grading sheet and a sample class evaluation form. You will be evaluated on a daily basis based on the following criteria.

Daily Participation Evaluation Form

Student Name	On Time	Proper Uniform	Prepared For Class	Completion Of Assigned Tasks	Enthusiasm	Total
Doe, J.	5	5	5	5	5	25

Daily Participation Grade

Name	Signature	Position	Daily Grade	Sign Out
Doe, J.		Line Cook	A-	

Sample Requisition Sheet

Food Requisition Sheet			
Event Date	Order Arrival Date & Time	Phone Number	Management Contact
May 9, 2006	May 8, 2006, 1:00 p.m.	(305) 919.4500	Chef Auguste Escoffier
Veal Scallopine with Calvados, page 351			
Reservations: 85			
Item Classification		Quantity	
Protein	Veal Top Round	2 each, 5# average	
Fruit + Vegetables	Crimini Mushrooms	5#	
	Golden Delicious Apples	32 each	
	Shallots	1 gallon, peeled	
Seasonings	Parsley, Fresh	8 bunches	
Dairy	Butter	6#	
	Crème Friache	2 quarts	
Fat	Olive Oil, Extra Virgin	1 gallon	
Dry Goods	Calvados	2 bottles	
Miscellaneous	Plastic Wrap	1-18" roll	
	Mallet	1 each	