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**APICIUS - INTERNATIONAL SCHOOL OF HOSPITALITY**

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**SCHOOL OF HOSPITALITY**  
**DEPARTMENT OF RESTAURANT FOOD AND BEVERAGE MANAGEMENT**  
**COURSE TITLE: RESTAURANT MANAGEMENT**  
**COURSE CODE: HPFBRM390**  
**3 semester credits**

**1. DESCRIPTION**

This course examines the problems of the financial structures of restaurant management, in parallel with the objectives and techniques of the individual owner. The planning and decision-making tools available to managers in an organization and comparison between single or partnership managements will be discussed. Personnel organization and food preparation plans will be covered. The course is based on a double approach, combining theory and practice: students will be introduced to the basics of restaurant management and will be given the opportunity to discuss their ideas and questions with selected professionals who are successfully running their restaurant businesses in Florence. Extensive site visits to local restaurants be organized. This class includes experiential learning with CEMI.

**2. OBJECTIVES**

To provide students with an overview and understanding of the basics of restaurant management and career opportunities in the sector.

By the end of the course students should be able to:

- Analyze the logical progression from restaurant concept development to operations.
- Gain knowledge of restaurant industry and service categories.
- Acquire the skills for building and managing a restaurant menu and beverage list.
- Define and plan front of the house and the kitchen organization.
- Build a business plan.
- Analyze and apply correct and appropriate pricing methods.
- Understand and apply team building and leadership skills in restaurant industry contexts.
- Gain awareness of service and guest relations in order to set high standards for FOH operations.
- Assess current and evolving uses of technology in the restaurant industry

**3. REQUIREMENTS**

This course does not require a prerequisite. Math and computer skills, as well as Excel knowledge are recommended.

**4. METHOD**

This course consists of lectures, class discussions, and projects. Mediums for instruction used will include, but are not limited to, interactive and hands-on activities which challenge thought processes, academic texts and studies, videos, slides, guided problem solving, and experiential and/or field learning activities where applicable.

**5. TEXTBOOK – FURTHER READINGS – RESOURCES**

TEXTBOOK (Copy available at the university library):

Restaurant Concepts, Management, and Operations, 8th Edition - by John R. Walker. Wiley, 2017.

The textbook is mandatory for successful completion of the course.  
Where applicable, additional materials, handouts and/or notes will be provided by the instructor.

### **FURTHER READINGS**

Jagels, M.G.: Hospitality Management Accounting. Wiley, 2014.

Kotler, P., Bowen, J. Makens, J. Baloglu, S. Marketing for Hospitality and Tourism. Pearson, 2016.

Nelson, B. Restaurant Management: The Myth, the Magic, the Math. Wisdom Editions 2020.

Susskind, A. M. (Editor), Maynard, M. (Editor). The Next Frontier of Restaurant Management: Harnessing Data to Improve Guest Service and Enhance the Employee Experience. Cornell University Press, 2019.

Dobson R., Lea, Hayes K., David: Food and Beverage Cost Control Wiley, 7th ed. 2019

### **LIBRARIES IN FLORENCE**

Please consult the posted schedules for official opening times of the university library. Also note that the library is for consultation only and it is not possible to borrow materials. The library is equipped with a scanner and internet access so that you may save or email a digital copy of the pages needed. Students may also utilize additional libraries and research centers within the local community:

#### **BIBLIOTECA PALAGIO DI PARTE GUELFA**

Located in Piazzetta di Parte Guelfa between Piazza della Repubblica and Ponte Vecchio. Please consult the library website for hours of operation:

[http://www.biblioteche.comune.fi.it/biblioteca\\_palagio\\_di\\_parte\\_guelfa/](http://www.biblioteche.comune.fi.it/biblioteca_palagio_di_parte_guelfa/)

#### **BIBLIOTECA DELLE OBLATE**

Located in via dell'Oriuolo 26. Please consult the library website for hours of operation:

[www.bibliotecadelleoblate.it](http://www.bibliotecadelleoblate.it)

#### **THE HAROLD ACTON LIBRARY AT THE BRITISH INSTITUTE OF FLORENCE**

Located in Lungarno Guicciardini 9. Please consult the library website for hours of operation. This library requires a fee-based student membership. For information: [www.britishinstitute.it/en](http://www.britishinstitute.it/en)

### **6. FIELD LEARNING**

Please consult your Official Registration for any mandatory field learning dates. Field Learning Activities cited in Official Registrations are an integral part of the course and also include an assignment that counts towards your final grade, details will be provided on the first day of class.

### **7. COURSE MATERIALS**

No additional course materials are necessary.

### **8. COURSE FEES**

Course fees cover course-related field learning activities, visits, and support the instructor's teaching methodologies. Book costs are not included in the course fee. The exact amount will be communicated by the instructor on the first day of class.

### **9. EVALUATION – GRADING SYSTEM**

10% Attendance

20% Class Participation and Assignments

20% Midterm Exam, Field Learning project (if applicable), Special/Research Project (if applicable)

30% Final Exam

20% Paper/Project

A = 93-100 %, A- = 90-92%, B+ = 87-89%, B = 83-86%, B- = 80-82%, C+ = 77-79%, C = 73-76%, C- = 70-72%, D = 60-69%, F = 0-59%, W = Official Withdrawal, W/F = Failure to withdraw by the

designated date.

## 10. ATTENDANCE – PARTICIPATION

Academic integrity and mutual respect between instructor and student are central to the academic policy and reflected in the attendance regulations. Student presence is mandatory and counts toward the final grade.

**Absences** are based on academic hours: 1 absence equals 3 lecture hours.

Two absences: 6 lecture hours, attendance and participation grade will be impacted.

Three absences: 9 lecture hours, the final grade may be lowered by one letter grade.

Four absences: 12 lecture hours, constitutes automatic failure of the course regardless of when absences are incurred.

Please note:

- The above hours refer to lecture hours. Please note that the contact / credit hour policy in the academic catalog includes additional distribution ratios according to delivery category. Ex: 1 absence equals 6 FL/SL/Lab hours or 9 EL hours.
- Hours may be distributed in different formats according to the academic course schedules.

### LATE ARRIVAL AND EARLY DEPARTURE

Arriving late or departing early from class is not acceptable. Two late arrivals or early departures or a combination will result in an unexcused absence. Travel is not an exceptional circumstance.

### TRAVEL (OR DELAYS DUE TO TRAVEL) IS NEVER AN EXCUSE FOR ABSENCE FROM CLASS.

It is the student's responsibility to know how many absences are incurred. If in doubt, speak with your instructor!

**Participation:** Satisfactory participation will be the result of contributing to class discussions by putting forth insightful and constructive questions, comments and observations. Overall effort, cooperation during group work, proper care of work space and tools, responsible behavior, and completion of assignments will be assessed. All of the above criteria also apply to Field Learning and site visits.

## 11. EXAMS – PAPERS – PROJECTS

Example of how exams, papers, and projects are detailed and graded:

The Midterm exam accounts for 20% of the final course grade. For exam time and date consult the course addendum. The time and date of the exam cannot be changed for any reason.

Format: the exam is divided into three sections:

- Part I: 10 Multiple choice questions. Each correct answer is worth 2 points, for a total of 20 points.
- Part II: 10 short-answer questions. Each correct and complete answer (concise explanations, main ideas, key words, names, etc.) is worth 5 points, for a total 50 points.
- Part III: two essay questions; each correct and complete answer is worth 15 points (based on content, vocabulary, detail, etc.) for a total of 30 points.

The final Paper/Project accounts for 20% of the course grade.

Format: topic, length, guidelines, and due date will be provided in the course addendum.

Material for research will be available in the FUA-AUF Library in Corso Tintori 21.

The Final exam accounts for 30% of the final course grade. For exam time and date consult the course

addendum. The time and date of the exam cannot be changed for any reason. Format: the exam is divided into three sections:

- Part I: 10 Multiple choice questions. Each correct answer is worth 2 points, for a total of 20 points.
- Part II: 10 short-answer questions. Each correct and complete answer (concise explanations, main ideas, key words, names, etc.) is worth 5 points, for a total 50 points.
- Part III: two essay questions; each correct and complete answer is worth 15 points (based on content, vocabulary, detail, etc.) for a total of 30 points.
- The Final Exam is cumulative

## 12. LESSONS

Lesson 1	
Meet	In class
Lecture	Course introduction and syllabus overview. Syllabus review and coursework expectations. Evolution of restaurant industry in EU with a focus on Italy and Florence. Florentine restaurant industry – categories (from casual to Michelin-starred), client targets, role of tourism.
Objective	<ul style="list-style-type: none"> <li>• Explore the philosophy behind restaurant proprietorship as a business choice.</li> <li>• Address the challenges of restaurant operations</li> <li>• Gain exposure to restaurant industry targets and segmentation</li> </ul>
Reading	<i>Restaurant Concepts, Management, and Operations</i> Ch. 1-2.

Lesson 2	
Meet	In class
Lecture	Conceptualization <ul style="list-style-type: none"> <li>• Developing a restaurant concept, services, and reach.</li> <li>• Location analysis and strategy factors</li> </ul>
Objective	<ul style="list-style-type: none"> <li>• Identify the relationship between concept, market, and value in restaurant design and development.</li> <li>• Understand the factors involved in defining a restaurant location.</li> </ul>
Lab	Discussion and analysis of assigned local restaurant scenario. Breakout session and post-breakout comparative reflection.
Assignments	Location and competitor analysis based on lab activity.
Reading	<i>Restaurant Concepts, Management, and Operations</i> Ch. 3.

Lesson 3	
Meet	In class
Lecture	The Menu <ul style="list-style-type: none"> <li>• Planning</li> <li>• Categories</li> <li>• Pricing strategy</li> <li>• Design and layout</li> </ul>
Objective	Participate in an-depth examination of menu composition, driving factors, and implementation.
Lab	Build-out session for imagining and designing a menu, based on the restaurant projects Ganzo and Fedora. Proposals to consider menu types discussed and a specified vision, concept, and outlook as well as any competitor-related factors.
Assignments	Research query on vegan, vegetarian, and raw foodism trends in the restaurant industry. Select an ingredient-based or ingredient category-based area for gathering field notes based on driving concepts and restaurant interpretations of dish production

	and client communication. Consider ingredient availability, seasonality, and appeal in collecting observations.
Reading	<i>Restaurant Concepts, Management, and Operations</i> Ch. 4
<b>Note</b>	<b>Definition of topics for the final project</b>

<b>Lesson 4</b>	
Meet	In class
Lecture	Beverage Services in Restaurant Operations <ul style="list-style-type: none"> <li>• Bar area and beverage service</li> <li>• Alcohol selections for menu development</li> <li>• Focus on Italian wine industry and role in restaurant industry locally and worldwide: wine, spirits, and beer specialties.</li> </ul>
Objective	<ul style="list-style-type: none"> <li>• Identify factors to consider when planning alcoholic beverage services</li> <li>• Discuss methods for determining wine list pricing</li> <li>• Gain a clear understanding of Italy's unique role in the restaurant industry as a major wine producing country.</li> </ul>
Lab	Session focus on wines by the glass: The lab will have participants examine the various approaches to creating a wines by the glass list as an important menu feature. Themes, types, production, origin, and price ranges will be considered throughout.
Assignments	Create a list of Cocktails for Ganzo Aperitivo.
Reading	<i>Restaurant Concepts, Management, and Operations</i> Ch. 10

<b>Lesson 5</b>	
Meet	In Class
Lecture	Planning and equipping the kitchen <ul style="list-style-type: none"> <li>• Kitchen layouts and flooring</li> <li>• Equipment</li> <li>• Safety and sanitation</li> <li>• Maintenance</li> </ul>
Objective	Conduct a full analysis of kitchens as a central point of restaurant operations.
Lab	Introduction to the final project – themes, modalities, research requirements, format. Student-faculty discussion intended to define project expectations and initiate the research phase.
Reading	<i>Restaurant Concepts, Management, and Operations</i> Ch. 7

<b>Lesson 6</b>	
Meet	In class
Lecture	Operations, Budgeting, Control <ul style="list-style-type: none"> <li>• FOH</li> <li>• BOH</li> <li>• Budgeting factors</li> <li>• Control processes</li> </ul>
Objective	<ul style="list-style-type: none"> <li>• Identify the main operations for front and back-of-the-house areas of restaurants.</li> <li>• Gain an understanding of budget development and the multiple variables of cost control to monitor including human resources.</li> </ul>
Lab	The lab session will be conducted with the aim of refining the FOH operations to be addressed in the final project.
Assignments	Select one form of control cited in this week's reading and apply its principles and standards to a restaurant context (Italy or your home city, in the latter case make sure to provide a background abstract on the establishment's positioning and industry category).
Reading	<i>Restaurant Concepts, Management, and Operations</i> Ch. 11

<b>Lesson 7</b>	
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Meet	In class
Lecture	MIDTERM EXAM

<b>Lesson 8</b>
Break

<b>Lesson 9</b>	
Meet	In class
Lecture	Restaurant Leadership and Management <ul style="list-style-type: none"> <li>• Organization</li> <li>• Recruiting FOH and BOH professionals</li> <li>• Staffing restaurants</li> <li>• Lessons learned from leading Italian restaurateurs and groups</li> </ul>
Objective	<ul style="list-style-type: none"> <li>• Describe the characteristics of effective leaders</li> <li>• Acquire concepts of management approaches in the restaurant industry</li> <li>• Describe the processes for creating job and task analyses</li> <li>• Learn how to identify effective job descriptions and recruitment strategies.</li> </ul>
Lab	Focus on job interviews: examining restaurant industry and role-specific standards. Groups will brainstorm and propose 2 sets of interview questions to be presented post-breakout through demonstration and roleplay.
Assignments	Analysis of restaurant business organizational chart.
Reading	<i>Restaurant Concepts, Management, and Operations</i> Ch. 13

<b>Lesson 10</b>	
Meet	In class
Lecture	Employee Training and Development <ul style="list-style-type: none"> <li>• Orientation and onboarding</li> <li>• Guidelines and approaches for effective training programs</li> <li>• Management skills and strategies</li> <li>• Corporate mindset and short/long-term goals of employee growth and advancement.</li> </ul>
Objective	Explore the meanings behind training efficacy and staff growth within a restaurant organization.
Lab	Final project check-point session: Participants should be prepared to present their project concept in the form (and timing) of an elevator pitch, to be concluded with a short list of 2-3 main objectives to fulfill through the project.
Assignments	Brief reflection on five effective and five ineffective training techniques you have either experienced or can observe in an external source. Include a section on solutions and professional recommendations.
Reading	<i>Restaurant Concepts, Management, and Operations</i> Ch. 14

<b>Lesson 11</b>	
Meet	In Class
Lecture	Guest Relations <ul style="list-style-type: none"> <li>• International service approaches</li> <li>• Best practices from an Italian perspective</li> <li>• Effective client-customer relations and management</li> <li>• Customer service and problem-solving</li> </ul>
Objective	Gain a comparative understanding of international service approaches and factors of cultural diversity and competence.

Lab	Customer service role play. Groups will alternative management and client roles to collect field notes and analysis for critical reflections and feedback.
Assignments	Based on assigned field experiences within Ganzo and Fedora dining services, prepare a client strategy brief according to varying targets and community constituents (locals, tourists, students, etc.).
Reading	Review client-customer practices outlined in the Ganzo and Fedora manuals.

### Lesson 12

Meet	In class
Lecture	<p>Restaurant Business Plan</p> <ul style="list-style-type: none"> <li>• Types of restaurant business entities</li> <li>• Partners, investments, management structures</li> <li>• Business plan development</li> <li>• Legal issues in the restaurant industry</li> </ul>
Objective	Address the phases of business plan development and ownership structure of a restaurant.
Lab	Simulation of restaurant startup: groups will be assigned to different stakeholder roles to collectively address an appropriate business plan applicable to an intended target category.
Assignments	Upload a final project update addressing critical areas of concern, strengths, and weaknesses for faculty review.
Reading	<i>Restaurant Concepts, Management, and Operations</i> Ch. 5 p. 130-142

### Lesson 13

Meet	In class
Lecture	<p>Restaurant Marketing Plans and Technology in the Restaurant Industry</p> <ul style="list-style-type: none"> <li>• Four Ps of the marketing mix</li> <li>• Restaurant promotion</li> <li>• Restaurant industry technologies</li> </ul>
Objective	Identify the marketing strategy of restaurant business plans. Review current and developing technologies utilized in the restaurant industry.
Lab	Based on a restaurant case studies, the lab session will address test marketing strategies for existing establishments and new restaurant projects (in testing, investment, or newly established phases).
Assignments	Identify an emerging technology and analyze its potential as an industry standard, user advantages, and adaptability.
Reading	<i>Restaurant Concepts, Management, and Operations</i> Ch. 5 p. 143-149

### Lesson 14

Meet	In class
Lecture	<p>Legal, Financing, and Taxation Issues</p> <ul style="list-style-type: none"> <li>• Fiscal management of restaurant businesses</li> <li>• Tax positions and obligations</li> <li>• Financing and leasing practices and regulations</li> </ul>
Objective	Analyze fiscal and financial aspects of a restaurant business. Explore issues impacting business value.
Assignments	Final project submissions are due before the final exam session.
Reading	<i>Restaurant Concepts, Management, and Operations</i> Ch. 5 re-read 136-139 + Ch. 9

<b>Lesson 15</b>	
Meet	In class
Lecture	FINAL EXAM