HF220. Food and Beverage Management. 4 credits.

Professor: Frank Schuetzendorf
Schedule: 11 sessions:
- Friday, May 27 (9am – 12pm) + Activity (Tour and Lunch at La Felicità)
- Tuesday, June 7 (9am – 12pm) + Activity (Hotel + Tech Food Show)
- Wednesday, June 8 (9am – 12pm) + Activity (Visit of Coffee and Chocolate Manufacture)
- Thursday, June 9 (9am – 12pm) + Activity (Craft Beer Brewery Visit)
- Friday, June 10 (9am – 12pm) + Activity (Visit of Coffee and Chocolate Manufacture)
- Friday, June 17 (9am – 12pm) + Activity (Craft Beer Brewery Visit)
- Thursday, June 23 (2pm – 5pm) + Activity (Lunch at Le Train Bleu + Orient Express visit)
- Friday, June 24 (9am – 12pm)
- Monday, June 27 (2pm – 5pm)
- Tuesday, June 28 (2pm – 5pm)
- Wednesday, June 29 (2pm – 5pm) + Activity (Lunch at La Coupole)

Structure: 1/2 lectures, 1/2 visits.
Office Hours: By appointment (Zoom or in person).
Contact: fschuetz@bu.edu In an emergency: +33 6 26 96 81 85 (SMS or WhatsApp message).
Blackboard: https://learn.bu.edu

I. COURSE PRESENTATION AND OUTCOMES

Course Material: A Course Reader with the required readings (to be purchased by each student).

This course focuses on principal operating context in the food and beverage retail industry. It will cover the problems and opportunities facing today’s managers and will take a pro-active approach towards next generation operations. The course then covers the industry trends and identification of niche opportunities through the key planning, execution, and implementation phases for the development of a new-age food and beverage concept. In this way topics such as concept development and entrepreneurship, menu analysis, cost control, operational analysis, and customer service processes are addressed. They will also explore the reality of increasingly fragmented, highly skilled, creative, and greatly experientially oriented operations within the hospitality industry.
- Prerequisite course is HF100.

Course objectives

- To be exposed to the various trends taking shape in the food and beverage industry
- To evaluate different types of F&B operations from various stakeholder interests
- To think up a new-age food and beverage concept by applying theoretic models into practical reality
- To understand the key success metrics for a successful operation

Outcomes

By the end of this course, students will understand:
- The complexities around foodservice operations
- Who the different actors in the food and beverage operation are
- The difference between Front of House and Back of House operations and supporting departments
- Different types of financial models used in foodservice operations
- How to develop a food and beverage marketing plan
II. ASSESSMENT AND GRADING

Reading
Required readings will come from various sources. The digital custom text, designed specifically for our HF220 class, (Food and Beverage Management – Pearson Custom Library) is available for purchase through the BU Bookstore.

The Blackboard Learn site contains supplementary information and readings. Additional material(s) may be provided throughout the course. You are expected to complete readings prior to the class for which they have been assigned. Some examination questions may come from readings only.

Recommended Readings - Nation’s Restaurant News, Wall Street Journal. (Students are expected to master BU library online resources.)

Communication - You must regularly check your BU email account and the Blackboard Learn website for messages from the instructor.

1. Attendance and Participation: 15%
You are expected to participate actively in class discussion. The quality of your comments is more important than the quantity, but you must speak in class regularly to maximize your learning and receive a superior overall grade. Lack of attention or side discussions will result in a lower grade.

This grade considers not only attendance and punctuality but also the quality of a student’s participation in class, meaning, attentiveness, enthusiasm, thoughtful contributions to discussions and progress.

2. Quizzes: 40%
There will be 3 knowledge-based, unit-focused quizzes. Quizzes will be based on the readings, lectures and visits. They could open question as well as multiple choice questions.

3. Written Assignment (concept development & presentation): 45%
During the semester students are to prepare 1 presentation (7-10 pages, PPT format) creating a concept around a food and beverage product or service offering. The presentation should build upon readings, classes, visits, and dining experiences throughout the course, thereby combining theoretical reflection with visual analysis and practical reality. Students may reference other sources as needed. Presentations should be presented in a PowerPoint Presentation and have appropriate visual references. This presentation fulfills the final exam requirement.

Visits Policy
- Arrive punctually. Sometimes we have guided visits or time sensitive trips that require everybody to arrive on time. If you cannot make it, please send an email or WhatsApp to the professor.
- Always bring your Student ID, pass sanitaire and an ID with a photo that states your age or year of birth (Passport or other official ID).

Presentation Methods
There is not a single, methodological presentation format, although the integration of some core concept pillars will be mandatory to provide an overall structure to the presentations. It will be necessary to mobilize critical thinking skills as well as group work to develop a methodological approach that brings together each student’s contribution relating to his/her interests and experiences in a structured manner.
Our program is subject to French student visa laws where an active student status is mandatory. As the sponsor of your visa, Boston University has the legal obligation to ensure that you comply with visa requirements. If you do not attend classes or your internship as required, you will be considered to be in breach of your visa and can be deported. Any student who does not comply with this policy may be sent home from the program at the discretion of the program director, and may, as a result, forfeit credit and program costs for part or all of the semester.

<table>
<thead>
<tr>
<th>Grading Scale (out of 100)</th>
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<tr>
<td><strong>FINAL GRADE FOR THE COURSE</strong></td>
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<tr>
<td>93-100 : A  77-79,5 : C+</td>
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<td>90-92,5 : A-  73-76,5 : C</td>
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<tr>
<td>87-89,5 : B+  70-72,5 : C-</td>
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<tr>
<td>83-86,5 : B  69-60 : D</td>
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<tr>
<td>80-82,5 : B-  59,5-0 : F</td>
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A+/A- = 97
A/A+ = 96
A = 95
B+ = 88
B/B+ = 86,5
B/B = 85
B = 83
B- = 81
C+ = 78
C/C+ = 76,5
C/C = 75
C = 73
C- = 71
D+ = 68
D/D+ = 66,5
D/D = 65
D- = 61
F = 55 or 0

1 absence (courses* or internship**) = -1 point on your final grade
More than 3 unexcused absences = F for the course
Unsubmitted written work Absence for a presentation or exam Plagiarism = F (0 points) for the assignment in question

*Courses: class sessions, exposé preparation, in-class presentation
**Internship: EUSA meetings, BU Paris workshops, work placement schedule

EXCUSED ABSENCES = - Absence for illness excused by the certificate of a French doctor
- Internship interview
- OFII medical visit (must have convocation)
- Professional imperative that conflicts with academic workshop

Documentation to be submitted to buparis@bu.edu the day following the absence

TARDINESS
- The professor reserves the right to not admit a tardy student to class or to count a tardy arrival as either a half or whole unexcused absence.
- Late arrivals to class will impact the class participation grade.
- Leaving class before it ends is considered as tardiness.
- Late submission of written work will entail a penalty on the assignment grade.
- Written work submitted more than a week late or after final exams will not receive credit (grade = 0).

Students who do not complete a course on time will be given an F.
There are no withdrawals from classes, the internship nor the internship course.

PLAGIARISM – OFFICIAL BU POLICY
Simply stated, plagiarism is taking another’s work and presenting it as your own. It is, in fact, intellectual theft. It is one of the most serious forms of academic misconduct. Plagiarism committed by a student will certainly result in course failure and may result in suspension or dismissal. It can take many forms, including
reproduction of published material without acknowledgement, or representing work done by others as your own. This includes the increasing common practice of purchasing and downloading work from the Internet “paper mills”. Plagiarism applies to all media – printed matter of all kinds, video, audio, and oral presentation. Even unacknowledged paraphrasing or use of another’s methodology, structure or management of material is plagiarism. You must use quotation when quoting even if you do the translating yourself.

All students are responsible for having read the Boston University statement on plagiarism, which is available in the Academic Conduct Code. Students are advised that the penalty against students on a Boston University program for cheating on the examinations or for plagiarism may be ‘expulsion from the program or the University or such other penalty as may be recommended by the Committee on Student Academic Conduct, subject to approval by the dean’.

Read the full Academic Conduct Code online at: http://www.bu.edu/academics/policies/academic-conduct-code/
### III. CALENDAR

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<thead>
<tr>
<th>Schedule</th>
<th>Topics and Readings</th>
<th>Assignments</th>
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<tbody>
<tr>
<td><strong>PART 1</strong></td>
<td><strong>Foundations</strong></td>
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<tr>
<td><strong>Session 1</strong></td>
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<tr>
<td>Fri. May 27</td>
<td>1. Course Intro</td>
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<tr>
<td>9am-12pm</td>
<td>2. Overview of the course</td>
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<td>3. History and Milestones in Food and Beverage</td>
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<td></td>
<td>4. General Food and beverage setups</td>
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<td></td>
<td><strong>Meeting Point:</strong> BU Classroom</td>
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<td></td>
<td><strong>Required Reading:</strong> H. G. PARSA, JOHN T. SELF, DAVID NJITE, and TIFFANY KING, “Why Restaurants Fail”, © 2005 CORNELL UNIVERSITY, DOI: 10.1177/0010880405275598, Volume 46, Number 3 304-322</td>
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<td><strong>Session 2</strong></td>
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<td>Tue. Jun. 7</td>
<td>1. Operational implications in Food and Beverage</td>
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<td>9am-12pm</td>
<td>2. Front of house and back of house</td>
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<td>12pm-2pm</td>
<td>3. The organization chart</td>
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<td></td>
<td>4. F&amp;B management responsibilities</td>
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<td><strong>Visit:</strong> Felicità Food Court Operations and Lunch</td>
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<td><strong>Meeting Point:</strong> Parvis Alan Turing, 75013 Paris (Metro 6, Exit Chevaleret)</td>
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<td><strong>Required Preparation:</strong> Research the Big Mamma Restaurant group and identify their approach to the food and beverage offerings across their different operations in Paris</td>
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<td><strong>Session 3</strong></td>
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<tr>
<td>9am-12pm</td>
<td>2. Customer Experience and Quality</td>
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<td>12pm-2pm</td>
<td>3. Complexities in the food service sector</td>
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<td>4. Service attitude</td>
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<td><strong>Visit:</strong> Hotel and Tech Food Show</td>
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<td><strong>Meeting Point:</strong> Paris Event Center, Hall B, 20, Avenue de la porte de Villette, 75019 Paris (line 7, Exit Porte de la Villette) in front Hall B.</td>
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<td><strong>Required Preparation:</strong> Hotel and Tech Food Show – choose 3 companies within the Hotel and Tech Food Show brochure which are most compelling to you. Research their value offering and present to the class.</td>
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| Session 4 | Thu. Jun. 9 9am-12pm | 1. Financial Models  
2. Menu Development  
3. Menu Engineering  
4. Profit and Loss  
5. Budgeting and Forecasting  

Meeting Point: Square du Vert Galant, Ile de la cité (Metro Station Chatelet Les Halles).  

Required Reading:  
“The Uniform System of Accounts for Restaurants”, A Trade Secrets Special Report from Bill Main |
| Part 1 Quiz |

| Session 5 | Fri. Jun. 10 9am-12pm | 1. Activities  
2. Promotions  
3. The Food and Beverage Marketing Plan  
4. Creating a compelling digital marketing strategy  

Meeting Point: Café La Rotonde, 17 Rue de la Roquette, 75011 Paris (Metro 5, Bastille Exit).  

Visit: La Manufacture de Chocolat Alain Ducasse & La Manufacture de Café Alain Ducasse  

Required Viewing:  
Le quête d’excellence - Alain Ducasse (1h24 viewing via streaming) |
| Part 2 Quiz |
### Session 6
**Fri. Jun. 17**
9am-12pm  
12pm-2pm

1. Technology in Food and Beverage  
2. Next generation business models  
3. Reinventing operations

**Meeting Point:** Magenta train station (RER E)

**Visit:** La Parisienne Craft Beer Brewery, Pantin and La Cité Fertile, Pantin; La Cité Fertile

**Required Research:**  
Research the Paris 2030 agenda, which has the ambition to position Paris as the greenest European capital by 2030 and reflect on how this will impact how tomorrow’s customers and operators

### Session 7
**Thur. Jun. 23**
12pm-2pm  
2pm-5pm  
5pm-6pm

**Visit:** Lunch at “Le Train Bleu”

**Meeting Point:** In front of Le Train Bleu (Metro Gare de Lyon)

**Class:**  
**Meeting Point:** Le Perchoir, Gare de l’Est

1. The customer user journey map  
2. Physical and digital touchpoints  
3. Micro experiences and ceremonies  
4. Emotional engineering in food and beverage

**Visit:** Orient Express

**Required Reading:**  
Research the history of the iconic restaurant “Le Train Bleu” and the “Orient Express”
### PART 5
**Workshops**

| Session 8       | Fri. Jun. 24 9am-12pm | 1. Concept creation  
|                 |                       | 2. Product and service offering  
|                 |                       | 3. Product and service descriptions  
|                 |                       | 4. Standards and Operating procedures  
|                 | **Meeting Point:** In front of 28 Rue de Sèvres, 75007 Paris (Metro 10 or 12, Exit Sèvres-Babylone)  
|                 | **Visit:** Moet Hennessy Headquarters, Paris  
|                 | **Required Research:** Deep-dive into the universe of Moet-Hennessy by browsing their site and gaining an understanding of their heritage and brand portfolio www.mhdkk.com/en/ |

| Session 9       | Mon. Jun. 27 2pm-5pm | 1. The Brand Prism  
|                 | **Meeting Point:** Terrasse Hotel, 12-14 Rue Joseph de Maistre, 75018 Paris (Metro 12, exit Abbesses)  
|                 | **Required Reading:** Experience is Everything, Here’s How to get it right, PwC (2018) |

| Session 10      | Tues. Jun. 28 2pm – 5pm | 1. The Brand Pyramid  
|                 | **Meeting Point:** In front of the Cours Saint Emilion (Metro 14, Exit Bercy) |

| Session 11      | Wed. Jun. 29 2pm-5pm | **Class Presentations**  
|                 |                       | 1. Concept  
|                 |                       | 2. Name and Logo  
|                 |                       | 3. Product and Service Description  
|                 |                       | 4. Brand Prism  
|                 |                       | 5. Brand Pyramid  
|                 |                       | 6. Marketing Plan  
|                 | **Meeting Point:** BU Classroom  
|                 | **Required Format:** Finale Presentation in 7-10 slides, in PPT format.  
|                 | **Roundtable Presentation** |

### IV. FURTHER READING


*The professor reserves the right to modify the course syllabus*