

HADM 2351 Restaurant Management

Fall 2025 Course Syllabus

Meeting Times & Locations

Lecture
Friday 10:10am-11am
196 Statler Hall

Lab
Monday-Friday 2:55pm-9:55pm
280 Statler Hall

Faculty

Soojin Ha
244 Statler Hall
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BOH Instructors

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Tony Vesco
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Christine Gutches
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Course Staff

Brittney Meade
249 Statler Hall
bmm254@cornell.edu

Note: Students are not permitted to drop this required class without approval for extenuating circumstances via petition through the Office of Student Services.

About communications

When using email to contact course faculty, instructors, and/or support staff, be certain to include "HADM 2351" in the subject line of your emails to ensure a prompt response. Failure to do so may result in a significant (though unintentional) delay.

Course Description

The course covers issues and principles relevant to the restaurant industry, including market analysis, menu and service systems, and restaurant metrics. Students will synthesize foodservice concepts, business principles, and hospitality-management theories and apply them practically in a restaurant setting. As a part of this course, students will manage a restaurant open to the public and evaluate the process and outcomes.

Grade Determination & Scale

Course Assignments	
Lecture	10%
Preparedness & Professionalism Assessments	10%
Pre & Post Reflection Papers	15%
Lab Performance & Feedback	30%
Management Event Performance & Deliverables	35%
Total	100%

Grade Scale

A+	97 to 100%	4.3	C+	76 to 79.9%	2.3
A	93 to 96.9%	4.0	C	73 to 75.9%	2.0
A-	90 to 92.9%	3.7	C-	70 to 72.9%	1.7
B+	86 to 89.9%	3.3	D+	66 to 69.9%	1.3
B	83 to 85.9%	3.0	D	63 to 65.9%	1.0
B-	80 to 82.9%	2.7	D-	60 to 62.9%	0.7

Grades will be awarded based on the following percentage scale and are not rounded. Any score below 60% will be assigned an F and is considered failing.

Assignment Information

Assignment Manual & Rubrics

Detailed information about all the assignments for the course is provided in an Assignment Manual for the class on Canvas. Rubrics for the assignments can be found on Canvas attached to the corresponding assignment. Assignments where templates are provided must be used.

Late Assignments

All assignments and quizzes are due at 12pm ET/Ithaca Local Time on the posted due date. Any assignments submitted after the posted due date on Canvas will be considered late and the assigned grade will be reduced at a rate of 10% per day (e.g., a perfect assignment submitted two (2) days late will receive 80% not the 100% it would have received having been submitted on time).

Academic Integrity Statement

Students are required to abide by Cornell University's Code of Academic Integrity. A copy of the code can be found here: <https://cuinfo.cornell.edu/aic.cfm>. Violations of the Code of Academic Integrity, especially plagiarism, may result in a failing grade in the course. Students are urged to read and complete the exercises on "Recognizing and Avoiding Plagiarism".

Original Work

It is expected that students will submit original work for this class, whether it is group work or individual work. Assignments must be created by the student(s) wholly and without undue assistance from external resources. All referenced and Artificial Intelligence (AI) created work must be properly cited as per the Nolan School guidelines for content on Canvas. Assignments that do not meet these policies will be considered violations of the Code of Academic Integrity and may result in a failing grade for the course.

Plagiarism/AI Detection

Assignments are all subjects to review for textual similarity review to Turnitin.com for the detection of plagiarism and/or AI-generated text detection. All submitted papers will be included as source documents in the Turnitin.com reference database solely for the purpose of detecting plagiarism of such papers. Submitted assignments flagged for textual similarity and/or deemed likely to have been generated by an AI software program will be investigated as violations of the Cornell Code of Academic Integrity. Use of Turnitin.com service is subject to the Usage Policy posted on Turnitin.com.

Course Requirements

Certifications

The successful completion of this course requires students to obtain two industry-standard (and one University required) certifications that are critical in the provision of safe and responsible service. You are expected to provide evidence of the successful completion of:

- ServSafe® Food Protection Food Handler Certification
- eTiPS® (Training for Intervention ProcedureS) for On Premise – **A course voucher will be provided.**
- PCI (Payment Card Industry) Compliance

Information on how/where to attain these certificates will be provided in the lecture and are available on Canvas. **You do not need to have these certificates before the start of the course;** you will be given the opportunity to complete these during the first few weeks of the course. Proof of your certification must be uploaded to Canvas by the dates listed in the Assignment Manual. Failure to provide evidence of certification will result in an incomplete for the course.

Attendance

You are expected to be punctual and present at the start of every class meeting—meaning both lecture and lab—as they are designed to support/reinforce one another. You are expected to attend every lecture and lab meeting.

Lecture

Attendance will be taken at every lecture. You are **automatically excused from two missed lectures** over the course of the semester regardless of reason. Any additional missed lectures will negatively impact your grade. It is strongly advised that you reserve the excused absences wisely. It is your responsibility to ensure that you are marked as present with the lecture course assistant.

Note that the use of mobile phones, tablets, laptop computers or other electronic devices is not permitted during the lecture period without express consent from the course instructor(s). Mobile phones and other communications devices should be switched off or silent to ensure they do not become a distraction to the class. Failure to comply will result in a reduction of your lecture participation grade.

Lab

Lab attendance is a critical part of this class, and you are required to attend and be engaged in all your lab meetings. Lab begins at 2:55pm and ends when the restaurant is closed, cleaned, and prepared for the next lab, and a debriefing of the night's operation has concluded, unless otherwise noted. Students will be given a dinner break during lab and the option for a meal will be provided during that time.

Students are not permitted to leave the lab for any reason without first informing and receiving permission from a member of the instructional team. Leaving lab without consent will negatively impact your grade.

If you are experiencing an emergency that prevents you from attending your lab, it is imperative that you are proactive and inform your instructor ***as soon as possible and before the start of lab.***

Missing any lab meeting will result in a full letter grade deduction from your calculated final grade.

The use of mobile phones, tablets, laptop computers or other electronic devices is a detractive activity and is prohibited during lab. If you are seen using your phone (or it audibly rings) during service you will receive a zero for the night. The use of electronic devices before or after service (i.e., set-up or clean-up) may result in a penalty for that night's lab grade if it perceived to detract from operations or lab activities. If you need to make or receive a call for an interview or some similar reason, please ask permission beforehand from the instructor. This policy applies to both Front and Back of House students.

Lab Switches

If you know that there may be future potential conflict with a lab meeting which impacts your ability to attend the lab, you need to find another student in the class to switch lab nights with you.

Switches must be:

- BOH for BOH or FOH for FOH.
- completed within **2 weeks (14 calendar days)** of the original lab day.

Lab switches are not considered valid unless both parties complete and submit the form (available in person from Brittney Meade) at least 24 hours prior to the first planned switch. You must email both the FOH and BOH instructors for each lab as well as the student management teams to inform them of the staff changes.

Lab switches are intended to help with the occasional scheduling conflict.

Students can only be part of two (2) lab switches over the course of the semester. No lab switches are permitted for the first three weeks of the course.

Note: You are not permitted to schedule a lab switch the week after your management night. You have that scheduled lab time to debrief your experience with the class as a management team and to complete your management night retrospective.

Medical Issues

If you do not feel well and are not physically able to attend class, seek medical attention immediately. Before the start of the lab, you must notify your instructors of your illness and provide documentation of your visit from a medical provider in the immediate Ithaca area.

If you miss the lab for any medical reasons, you will be expected to make up the lab within **2 weeks (14 calendar days)**. You are responsible for reaching out to Brittney Meade as soon as possible to schedule the makeup lab within the prescribed timeframe.

Management Night Team Attendance Policy

Incomplete management teams will be expected to move forward with their management team if at least two (2) members of the management team are in the lab. The two members will still be expected to manage the FOH and BOH and complete the evening's service, regardless of their initial management roles. Therefore, it is strongly suggested that management teams work collaboratively when developing the menu and concept, as well as any management night deliverables and strategies, so that team members can be adaptable and flexible

with their roles and responsibilities for their management nights. Members that are unable to participate due to circumstances out of their control will work with the lab instructors to find reasonable accommodation. Missing your management night may result in an “F” for the course.

Readings

Note that most lectures (and several labs) require reading to be completed **before** class. The expectation is that you will have read these materials and be prepared to discuss them in lecture or lab. All readings will be distributed via Canvas.

Tools and Uniform

Appropriate equipment and attire are required for laboratory operations. Unless otherwise informed you must come to the lab in the complete, correct uniform with a culinary kit. Complete tools & uniform requirements and policies are posted on Canvas.

Course Policies

Professionalism

You are expected to conduct yourself in a responsible/professional manner in both lecture and lab. How you conduct yourself in class will influence the learning environment and all those within it, both positively and negatively. Disruptive behaviors will not be tolerated and will result in a reduction of participation/performance points. In cases of extreme disruptive behavior, you may be asked to leave the class and/or receive a deduction to your final grade beyond the set limits of lecture participation or lab performance.

Phones & Other Communication Devices

The use of phones is not permitted during the lecture or lab without express consent from the course instructor(s). Phones should be switched off or silenced to ensure they do not become a distraction to the class. Other communication devices, such as Apple Watches, should also be silenced during class. Failure to comply will result in a reduction of your grade.

Copyright Information

Course material provided in class meetings and on Canvas for HADM 2351 is the intellectual property of the instructors and is copyrighted as such. It is, therefore, expressly prohibited to distribute, copy, video record, and/or audio record any such course material without permission from the instructors. Failure to observe these intellectual property rights is a violation of Cornell University Policy and applicable State and Federal Laws. You are prohibited from uploading any course materials; PowerPoints, assignment details, pictures of lectures to any online website such as Course Hero, Chegg, etc. Students may not post any course content on social media (TikTok, Snapchat, Instagram, etc.) without express written permission of the instructors.

Consequences may include dismissal from the classroom, a failing grade for a particular day, a failing grade for the entire course, and/or referral to the Office of the Judicial Administrator for other disciplinary action.

Health & Safety Protocols

Students are expected to follow all health and safety procedures as outlined by the course instructors. Student and guest safety is at the paramount of exceptional hospitality and service and students will be held to this standard throughout service, as well as during lecture and lab meetings.

Alcohol Service & Tastings

You will, as part of normal restaurant operations, be required to dispense and/or serve alcoholic beverages to guests or use an alcoholic beverage in the production of a menu item.

Students must inform the instructor (or an individual designated by the instructor) of any guest ordering an alcoholic beverage (regardless of perceived age, position, authority, etc.) Only the instructor may determine whether alcoholic beverages will be served to a guest.

Alcohol tastings will be distributed to you for assessment during the class. Students are not required to participate. Those that do must follow the appropriate steps for tasting as dictated by the instructor. **The dispensation, service, or consumption of alcohol by anyone is strictly forbidden without the express consent of the course instructor.**

There is ZERO TOLERANCE for violations of the consumption, dispensation, service, or facilitation rules outlined above. Consequences may include dismissal from the classroom, a failing grade for a particular lab day, a failing grade for the entire course, and/or referral to the Office of the Judicial Administrator for other disciplinary action.

Social Media Posting

Students have a right to privacy in a closed learning environment. Therefore, students may not post images or information to social media that includes students in the class without explicit consent of their classmates (i.e., they must know they're being posted and consent). Students that are found in violation of this policy will be referred to the Office of the Judicial Administrator for other disciplinary actions.

Learning Accommodations

Students with Disabilities: Your access to this course is important to the instructors of HADM 2351. Please request your accommodation letter early in the semester, or as soon as you become registered with Student Disability Services (SDS), so that we have adequate time to arrange your approved academic accommodation.

- Once SDS approves your accommodation letter, it will be emailed to both you and the instructors of the class

- If you are approved for accommodation, please consult with your instructors by the first week of class to confirm educational arrangements.
- If you experience any access barriers in this course, such as with printed content, graphics, online materials, or any communication barriers; reach out to your instructors or your SDS counselor right away.
- If you need immediate accommodation, please speak with your instructors after class or send an email message to SDS.

If you have, or think you may have a disability, please contact SDS for a confidential discussion. If the above is not completed, you will be expected to conform to the standard practices of the course.

Inclusivity/Diversity Statement

At the SC Johnson College of Business, through our courses, student organizations, and School- and College-wide events and activities, we are presented with many opportunities to explore new and challenging issues. Some of these issues are familiar to us and some of them are not. We hope that through honest, open, and sincere dialogue and meaningful interaction with others we will introduce, extend, increase, and/or change our understanding of different people and their perspectives. Our conversations and interactions may not always be easy and may lead to discomfort for you or others around you.

We will sometimes make mistakes in our communication with one another, in both speaking and listening; we will sometimes need to exercise patience, or courage, or imagination, and many other qualities in combination to ensure we respect each other's differences and similarities, both inside and outside of the classroom. We will always need to maintain respect for others' experiences and viewpoints and strive to deepen our understanding of diverse perspectives – regardless of our backgrounds, experiences, or positions.

This course aims to collectively create a welcoming, supportive, and tolerant environment for all students and respects the various forms of diversity that they bring, including differences related to race, gender, sexuality, class, nationality, geography, geography, age, size, ability, etc. Towards this purpose, students are asked to be respectful of each other, actively listen, participate, ask relevant questions, and give balanced, specific, and constructive verbal and written feedback to each other. Our focus is on achieving the student learning outcomes. In order to do this, it is important students be prepared and do their best. Students are asked to inform the instructors if there are circumstances affecting their ability to participate. This course involves reflective practice, critical listening and reading. Class and lab are fast-paced, and students will be asked to absorb text and video material outside of class. Students are encouraged to put in consistent effort throughout the whole semester so that they can benefit from this course as much as possible.

Just as you are obligated to respect others' perspectives, you deserve that same respect in return. You all belong here and if any incident occurs that challenges our commitment to maintaining a supportive and inclusive environment, please let your course instructor or a

member of the School or College administration know of your concerns so appropriate actions can be taken to ensure a diverse and inclusive environment.

Student Wellbeing

Even though we are not on campus, if a student is experiencing personal or academic stress at any time during the semester, or if a student needs to talk with someone about a personal problem, we encourage students to seek support as soon as possible. Some resources are listed below:

- <https://mentalhealth.cornell.edu/>
- Cornell Learning Strategies Center, 255-6310
- Gannett Health Services, 255-5155
- Peer Support provided by Empathy Assistance and Referral Service, 255-EARS
- SHA Student Services Office, 255-6376

Lockers

Lockers will be coordinated through the Office of Student Services (OSS). Students interested in obtaining a locker should reach out to OSS directly. It is strongly suggested that students take advantage of the available lockers, as coats and personal items cannot be brought into the restaurant space. Students will need to bring a lock to secure their items. It is up to the student to remove all belongings in a timely fashion after the end of classes. Belongings not cleared from the lockers at the end of the semester will be discarded. More information about lockers and policies regarding locker use and storage is available from OSS.

Course Goals & Objectives

Upon completion of this course, students will be able to:

- 1.** Use critical thinking, innovation, problem solving, and sound decision making to plan, develop, and manage multiple food and beverage operations.
- 2.** Understand the importance of, and be able to demonstrate, effective time management, communication, and task prioritization.
- 3.** Generate, analyze, and interpret financial information used by F&B operations.
- 4.** Utilize various information technology tools to access, manage, and integrate data to make effective management decisions.
- 5.** Understand and employ the skills necessary to create ethical, positive, and successful experiences for guests.
- 6.** Recognize and develop key leadership and teamwork skills needed to accomplish organizational goals and objectives.

Assessment Strategy:

- Lab performance,
- Management team deliverables
- Lab performance,
- Management team deliverables
- Consulting project
- Management team deliverables
- Consulting project
- Lab performance,
- Management team deliverables
- Consulting project
- Lab performance,
- Management team deliverables
- Consulting project
- Lab performance,
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- Consulting project