

FOODSERVICE

OPERATIONS AND MANAGEMENT

Concepts and Applications

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*To the foodservice workers who helped feed Americans during the coronavirus pandemic
and especially to those who lost their lives and their families.*

KED

*To my co-authors: Karen Eich Drummond for the opportunity; and to Mary, who makes the
entire journey worthwhile.*

TJC

*To my ever-supportive husband Tom and our wonderful children, Patrick, Elizabeth,
and William, who keep me inspired and moving forward.*

MC



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PREFACE

Foodservice Operations & Management: Concepts and Applications is written for undergraduate foodservice management and culinary students as well as nutrition and dietetics students. It provides the knowledge and learning activities necessary to be comfortable working in a restaurant or onsite foodservice such as is found in healthcare facilities, schools, colleges, and universities. What makes this textbook different is the variety of ways in which students can practice new skills, such as by completing case studies, creating a foodservice concept, or doing exercises that emphasize real-life applications. Chapter application exercises, organized by learning outcome, are available in the back of the book and can be pulled out for completion by students at home or in class, alone or in a group.

CONTENT AND ORGANIZATION

After the first chapter introducing the foodservice industry, there are nine chapters on operations and seven chapters on management. The content is organized and sequenced so that students build on prior concepts.

Operations

1. Introduction to the Foodservice Industry
2. Sanitation & Safety
3. Menus: The Heart of the Operation
4. Foodservice Equipment
5. Foodservice Design & Layout
6. Standardized Recipes & Food Cost
7. Food Purchasing
8. Food Receiving, Storage, Inventory & Issuing
9. Quantity Food Production
10. Distribution & Service

Management

11. Introduction to Management
12. Planning & Organizing
13. Managing Human Resources
14. Managing Quality & Customer Satisfaction
15. Managing Finances
16. Marketing & Business Plans
17. Being an Effective Leader

Each chapter is organized by numbered learning outcomes. For example, the first section of Chapter 7 on food purchasing is learning outcome 7.1: “Outline the distribution system for food and supplies.” Dividing each chapter by learning outcomes helps break the content into chunks for enhanced learning.

Compared with competing books, *Foodservice Operations & Management* offers more coverage on these topics.

1. Culinary math and costing out recipes. Using the bridge method, students are taken step by step through converting measurements within volume or weight and then between volume and weight. They also learn to use yield percent to determine As Purchased (AP) and Edible Portion (EP) quantities. Finally, they take the appropriate steps to calculate ingredient cost for a recipe when there is ingredient waste and when there isn't waste. Using these skills, they can calculate cost of a recipe and a portion.
2. Purchasing. In addition to the usual chapter on purchasing, this textbook includes an equally long “Guide to Writing Specifications for Specific Foods.” Students have enough information in this Guide, as well as on the Navigate Companion Website, to write food specifications and prepare a Purchase Order. The Navigate Companion Website includes a “Distributor Catalog” listing products and packaging for foods commonly purchased and students can copy and paste items from the catalog onto a Purchase Order form.
3. Financial management. Students are taken step by step through the process of planning an operating budget for both commercial and noncommercial foodservices, analyzing budget variances, and preparing an income statement. In addition, students learn how a balance sheet is completed, how and when to use three categories of financial analysis tools (such as break-even analysis and ratio analysis), as well as measure productivity.
4. Foodservice equipment. A full chapter on foodservice equipment covers all aspects from choosing major equipment to purchasing smallwares and tabletop supplies. The latest technologies and equipment are explained, such as rapid cook ovens and clamshell griddles. Over 60 photographs and drawings help acquaint students with a variety of equipment.
5. Human resources management. Because most students will not take a course in human resource management, this chapter is very thorough and is designed to give a good foundation. It includes current topics such as violence in the workplace and outsourcing labor.

SKILLS-BASED APPROACH

Learning about foodservice and management should not be boring, in large part because there are actual skills that can be practiced, such as writing a purchase order for produce or role-playing an employee performance appraisal. The approach taken in this text is based on giving the student:

- Step-by-step explanations
- Examples
- Practice, simulations, role-playing, and other methods that require critical thinking skills

The following chart shows opportunities for students to practice skills and interact with the book's content. Although not interactive in nature, students also have access to PowerPoint slides and the book's Appendices on the Navigate Companion Site.

Ways for Students to Practice Skills and Interact with Content	
Book	Navigate Companion Site
<u>Review and Discussion Questions</u> : Each chapter provides basic review questions as well as discussion questions for in-class use.	<u>Purchasing Exercise</u> : Students can prepare purchase orders by choosing food and beverage items from the “Distributor’s Catalog,” then copying and pasting them onto the Purchase Order form.
<u>Small Group Project</u> : Groups choose a foodservice segment and create an idea for a specific foodservice within that segment, such as a fast-casual restaurant or a retirement community foodservice. As they go through each chapter of the book, the group is asked to add different elements—such as menus, job descriptions, or a customer satisfaction survey.	<u>Practice Quiz</u> : Every chapter has a quiz with multiple-choice and true-false questions. Students find out right away whether their answers are correct.
	<u>Flashcards with Glossary Terms</u> : Flashcards are organized by chapter and include over 700 terms.
<u>Application Exercises</u> : Organized by chapter and then by learning outcome, these are placed at the back of the textbook where the student can pull them out (also available online for instructors). They include exercises and critical-thinking questions for use in the classroom or as assignments. Many can be used to start class discussions. Answers are in the Instructor’s Manual.	

CHAPTER FEATURES

To enhance student learning, *Foodservice Operations & Management: Concepts and Applications* includes the following features.

- Learning Outcomes. Learning Outcomes can be used by students to help guide and focus study. Each chapter is split up by Learning Outcomes. In other words, each major heading is a learning outcome. For example, in Chapter 11, the second heading (Learning Outcome 11.2) is “Compare and contrast major approaches to management theory.”
- Key Terms. All highlighted terms are defined in the Glossary.
- Generous use of bulleted/numbered lists and examples. It is easier to read and understand procedures and guidelines when they are put into a bulleted or numbered list. Examples make concepts easier to grasp.
- Tables and Figures. The textbook uses many tables and illustrations to further explain concepts, show what something looks like, and make it easy for students to find and review information. The textbook includes over 400 tables, photos, and drawings.
- Summary. Designed to help students focus on the important concepts within the chapter, the summary is organized by learning outcome.
- Review and Discussion Questions. These questions check the comprehension of factual material in the chapter. Some of these questions are also good choices for classroom discussion or small group discussion. Answers to these questions are in the Instructor’s Manual.
- Small Group Project and Application Exercises (as described in the table).

INSTRUCTOR RESOURCES

Qualified instructors can receive the full suite of Instructor Resources, including the following.

- Slides in PowerPoint format.
- Test Bank, containing more than 500 questions.
- Applications.
- Case Studies.
- Instructor's Manual containing:
 - Outline and Key Terms
 - PowerPoint Guide (for slides containing questions, blanks, or problems to solve)
 - Classroom Activities
 - Answers to End-of-Chapter Review and Discussion Questions
 - Answers to Application Exercises
 - Answers to Case Studies

NAVIGATE COMPANION WEBSITE (FOR STUDENTS)

Using Navigate, students will have these useful resources at their fingertips.

- Purchasing Exercise. This includes the Distributor Catalog and Purchase Order.
- For each chapter, there are the following.
 - Practice Quiz with answers.
 - Powerpoint slides.
 - Flashcards with glossary terms.
- Appendices. These give additional information, such as yield information and resource information on purchasing beef, as well as sanitation inspection and emergency response forms used by foodservices.



ABOUT THE AUTHORS

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