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PREFACE

This manual has been prepared to accompany the text, Foodservice Organizations: A Managerial and Systems Approach, Eighth Edition. The Instructor’s Manual follows the same chapter order as used in the text. Section I provides Key Terms and Chapter Outlines for each chapter, Section II contains the answers to the Test Your Knowledge questions in the text, and Section III has print copies of the Chapter Test Questions

Mary Gregoire
SECTION I

CHAPTER OUTLINES AND KEY TERMS
Chapter 1 Systems Approach to a Foodservice Organization

Enduring Understanding

• Foodservice operations are open systems that transform inputs into outputs.
• Every decision made will impact a foodservice operation in many ways.
• The same or similar output can be achieved using different inputs.
• Factors in the environment impact the foodservice system in profound ways.
• Strategic management is critical to the success of a foodservice operation.
• The foodservice industry is diverse.
• Sustainability efforts increase the quality of life for future generations

Learning Objectives

After reading and studying this chapter, you should be able to
1. Define systems terms such as interdependency, dynamic equilibrium, and equifinality.
2. Analyze foodservice operations using the foodservice systems model.
3. Identify inputs and outputs of the foodservice systems model.
4. Discuss the transformation process.
5. Analyze ways in which factors in the environment impact the foodservice system.
6. Discuss steps in the strategic management process.
7. Describe foodservice operations in the foodservice industry.
8. Compare and contrast sustainability efforts in foodservice operations.

Key Terms

assisted living  franchising
balance  franchisor
boundaries  functional subsystems
commercial foodservice  goal
communication  greenwash
competitive advantage  hierarchy
continuing care retirement communities  input
contract  interdependency
control  interface
convenience store  integration
dynamic equilibrium  internal control
environment  linking processes
environmental scanning  managed care
entrepreneur  management functions
equifinality  memory
external control  mission
feedback  model
franchisee  franchising
franchisor  functional subsystems
goal  greenwash
hierarchy  input
interdependency  interface
integration  internal control
managed care  management functions
memory  mission
model  franchising
Chapter Outline

I. The Systems Concept
II. The Organization as a System
III. Characteristics of Open Systems
IV. A Foodservice Systems Model
V. Strategic Management
   A. Steps in Strategic Management Process
      1. Analysis
      2. Implementation
      3. Evaluation
VI. The Foodservice Industry
   A. Commercial Segment
      1. Limited-Service, Limited-Menu
      2. Full-Service Restaurants
         a. Casual Dining Restaurants
         b. Fine Dining Restaurants
         c. Hotel and Motel Restaurants
      3. Country Club Restaurants
      4. Airport Restaurants
      5. Cruise Ship Dining
      6. Zoos
      7. Museums
      8. Sports Events
      9. Convenience Stores
   B. On-site Segment
      1. Hospitals
      2. Schools
      3. Colleges and Universities
      4. Child Care
5. Senior Care
6. Military
7. Correctional Facilities
8. Employee Feeding

VII. Foodservice Industry Operating Practices
A. Self-operation
B. Partnering
C. Contracting
D. Franchising
E. Multidepartment Management
F. Small Business Ownership
G. Managing Sustainability
Chapter 2 Managing Quality

Enduring Understanding

- Quality is defined by the customer through his or her satisfaction.
- Quality of foodservice operations needs to be improved on a continual basis.

Learning Objectives

After reading and studying this chapter, you should be able to

1. Differentiate between quality assurance and process improvement programs.
2. Describe process improvement terms such as six sigma, reengineering, benchmarking, cause and effect diagrams, control charts, failure mode and effect analysis, root cause analysis, and pareto analysis.
3. Discuss differences in Malcolm Baldrige award criteria, ISO 9000 standards, and Joint Commission standards.
4. Evaluate a foodservice operation using standards appropriate to that segment of the industry.

Key Terms

benchmarking
cause and effect diagrams
Continuous Quality Improvement
control charts
customer
empowerment
external customers
flow charts
internal customers
histogram
ISO 9000 standards
Joint Commission
lean
pareto analysis
plan-do-check-act-cycle
process
process improvement
quality
quality assurance
reengineering
scatter diagrams
sigma
Six Sigma
time of constraints
Total Quality Management
value stream map

Chapter Outline

I. Quality in the Foodservice System

II. Approaches to Quality

A. Quality Assurance
B. Total Quality Management
C. Continuous Quality Improvement
D. Six Sigma
E. Kaizen
F. Reengineering
G. Lean  
H. Theory of Constraints  
I. Quality Function Deployment  

III. Tools Used in Process Improvement  

IV. Quality Standards  
   A. ISO 9000 Standards  
   B. Keys to Excellence  
   C. Professional Practices in College and University Foodservice  
   D. The Joint Commission  
   E. Other Organizations  

V. External Recognition of Quality  
   A. The Malcolm Baldrige National Quality Award
Chapter 3 The Menu

Enduring Understanding

• The menu is the primary control for the foodservice system and impacts all components of the system.

Learning Objectives

After reading and studying this chapter, you should be able to

1. Differentiate menu-related terms such as static, cycle, and single-use menus and à la carte vs. table d’hôte.
2. Evaluate the aesthetic characteristics of a menu.
3. Plan a static or cycle menu for a foodservice operation.

Key Terms

a la carte, brunch, cycle menu, Dietary Guidelines for Americans, factor pricing method, Food Guide Pyramid, menu, menu pricing, MyPyramid, observation, plate waste, recommended dietary allowance, restaurant-type menu, single-use menu, sociocultural factors, spoken menu, static menu, table d’hôte

Chapter Outline

I. The Menu
   II. Menu Trends
   III. Menu Presentation
   IV. Menu Pattern
      A. Types of Menus
         1. Static
         2. Cycle
         3. Single Use
      B. Degree of Choice
   V. Menu Structure
      A. Breakfast and Brunch
      B. Lunch
      C. Dinner
   VI. Factors Affecting Menu Planning
      A. Customer Satisfaction
      B. Sociocultural Factors
C. Food Habits and Preferences
D. Nutritional Influence
E. Aesthetic Factors
F. Sustainability
G. Government Regulations
H/. Management Decisions
   1. Food Cost
   2. Product Capability
   3. Type of Service
   4. Availability of Foods

VII. Menu Planning
   A. General Considerations
   B. Planning Process
      1. Onsite Foodservice Operations
      2. Commercial Foodservice Operations
      3. Emergency Preparedness Menu Planning