

# Third Edition

# *Foundations of Restaurant Management & Culinary Arts*

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# *Foundations of Restaurant Management & Culinary Arts*

## Learning Objectives

### Chapter 1 : Welcome to the Industry

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| <ol style="list-style-type: none"><li>1. Differentiate among the eight types of dining establishments.</li><li>2. Describe the commercial and noncommercial segments of the industry, including examples of businesses in each segment.</li><li>3. List examples of businesses within the three segments of the hospitality industry.</li><li>4. Recognize key historical, social, scientific, and</li></ol> | <p>political advances in the world that affected the evolution of the restaurant and foodservice industry.</p> <ol style="list-style-type: none"><li>5. Explain the role of entrepreneurs in the growth of the restaurant and foodservice industry.</li><li>6. List examples of how chefs have been critical to the growth of the restaurant and foodservice industry.</li></ol> |
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### Chapter 2 : Career Opportunities

- |   |   |
|---|---|
| <ol style="list-style-type: none"><li>1. Explain the importance of entry-level jobs to people interested in the foodservice industry.</li><li>2. List and describe the roles of typical back-of-house staff and front-of-house staff.</li><li>3. List and describe the roles of typical restaurant management and support staff.</li><li>4. Describe the nine common job skills important in the restaurant and foodservice industry.</li></ol> | <ol style="list-style-type: none"><li>5. Explain the value of working with a mentor to develop career skills.</li><li>6. List common ways of working on your professional development.</li><li>7. Describe how professionals network and why it is important.</li></ol> |
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**Chapter 3 : Introduction to Food Safety**

1. Define a foodborne-illness outbreak.
2. Explain the costs associated with a foodborne-illness outbreak.
3. Identify those at high risk of contracting a foodborne illness.
4. List the ways food can become unsafe.
5. Define FAT TOM.
6. Break down the characteristics of TCS food.
7. Explain how to identify and prevent cross-contamination.
8. Define "time-temperature abuse."
9. Compare different thermometer types and explain how each type helps keep food safe.
10. Name the most common food allergens.
11. Explain the methods for preventing allergic reactions to food.
12. Summarize why a food defense system is needed.
13. Name the government agencies that regulate the restaurant and foodservice industries.
14. Explain what a food safety management system is and how it works.

**Chapter 4 : Welcome to the Back of the House**

1. Define "back of the house" and describe some careers that are in the back of the house.
2. List some examples of restaurant terminology.
3. Describe the concept of *mise en place*.
4. Differentiate between an approved food source and a non-approved food source.
5. Precisely describe the criteria for accepting or rejecting food during receiving.
6. Explain correct procedures for storing foods.
7. Explain correct procedures for preparing and cooking various foods.
8. Describe in detail how to safely hold, cool, and reheat various foods.
9. Name the correct procedures for preparing and serving food for off-site service.

**Chapter 5 : Welcome to the Front of the House**

1. Compare the duties, roles, and responsibilities of each service staff role.
2. Explain the process for handling guest reservations and special requests.
3. Indicate the appropriate way to greet guests and take their orders tableside.
4. Illustrate how suggestive selling benefits a foodservice operation.
5. Differentiate between contemporary service styles and three traditional service styles.
6. Describe how to properly set and clear items from a table.
7. Identify the types of hot and cold beverages and describe how they are served.
8. Understand the steps in processing guest payments.

**Chapter 6 : Preparing for Your Career**

1. List practical factors to consider when beginning a job search.
2. Identify sources of information about job opportunities.
3. Describe the components of a strong résumé.
4. Explain how a job applicant should approach the task of filling out an application.
5. Describe the ways in which you can prepare for a job interview and demonstrate professionalism during the interview.
6. Review commonly asked interview questions and plan appropriate responses.
7. Describe the appropriate way to follow up after a job interview.
8. Explain the use of assessment tests in the interviewing and hiring process.
9. Describe the types of culinary schools and programs that can advance your career.
10. Identify sources of financial aid for further education.

**Chapter 7 : Professional Expectations**

1. Define professionalism as it relates to the foodservice industry.
2. List the basic expectations for all employees in the foodservice industry.
3. Describe the optimal attitude for a restaurant employee.
4. Explain how employees demonstrate ethics in the workplace.
5. Describe the diversity of the restaurant industry and the role of diversity, equity, and inclusion (DEI) practices.
6. Define stereotype, prejudice, and bias, providing one example of each term.
7. Recognize the benefits of teamwork in the foodservice workforce.
8. Explain the link between your personal health and wellness and success in your job.
9. List ways of avoiding and managing stress.
10. Identify time-management strategies.

**Chapter 8 : Communication Skills**

1. Explain the eight elements of the communication process.
2. Summarize tips for effective speaking.
3. Describe the benefits of active listening.
4. Explain the steps of effective writing, with an emphasis on writing in the workplace.
5. Summarize the essentials of workplace message etiquette.
6. Recognize common barriers to effective communication and explain how to prevent and manage them.
7. Describe individual differences that can affect communication and tips for fostering effective communication with people who have these differences.

**Chapter 9 : Workplace Safety Procedures**

1. Recognize the risks for injuries in the restaurant and foodservice industry.
2. Identify the personal protective equipment used in foodservice operations.
3. Outline measures for preventing slips, trips, and falls in the workplace.
4. Demonstrate how to use ladders safely and properly lift and carry items.
5. Explain the importance of first aid, cardiopulmonary resuscitation (CPR), and the abdominal thrust maneuver in the workplace.
6. Recognize measures foodservice operations take to prevent and detect fires.
7. Describe the four classes of fires and the corresponding appropriate fire extinguishers.
8. List the steps to take when a fire is too large for you to safely fight.
9. Classify burn injuries and their appropriate treatment.
10. Identify other threats to workplace and interpersonal safety.

**Chapter 10 : Principles of Great Service**

1. Define service and hospitality.
2. Explain how service and hospitality affect an operation's success.
3. Explain the importance of first impressions for restaurant and foodservice operations.
4. Describe the best way to identify a guest's needs.
5. Identify a guest's special needs that restaurant staff should be able to accommodate.
6. Explain the importance of guest feedback.
7. Identify methods used for collecting guest feedback.
8. Identify the best way to resolve guest complaints.

**Chapter 11 : Hygiene and Cleanliness**

1. Identify personal behaviors that contaminate food.
2. Recall proper personal hygiene practices and work attire.
3. Demonstrate the steps for correct handwashing, and describe when hands should be washed.
4. Explain how ready-to-eat food should be handled.
5. Evaluate when food handlers should be prevented from working with or around food.
6. Contrast cleaning and sanitizing.
7. List the correct procedures for cleaning and sanitizing tools and equipment.
8. State the factors that influence the effectiveness of sanitizers.
9. Describe the elements of a master cleaning schedule.
10. Outline the correct procedure for managing pests.

**Chapter 12 : Foodservice Equipment**

1. Identify the equipment needed for receiving and storing food and supplies.
2. Describe the preparation equipment used in the foodservice kitchen.
3. List the equipment needed for holding and serving food and beverages.

**Chapter 13 : Knives and Smallwares**

1. Describe the hand tools and small equipment needed for pre-preparation.
2. Identify the different types of knives used in the foodservice kitchen and describe their common uses.
3. Outline how to correctly use knives.
4. Explain the classical knife cuts.

**Chapter 14 : Kitchen Basics**

1. Describe the major positions in a modern, professional kitchen.
2. Define mise en place.
3. Differentiate between seasoning and flavoring.
4. Describe some basic pre-preparation techniques.

**Chapter 15 : Culinary Math**

1. Describe the basic math calculations using numbers and fractions.
2. Describe the components and functions of a standardized recipe.
3. Describe how to convert recipes to yield smaller and larger quantities based on operational needs.
4. Explain the difference between customary and metric measurement units.
5. Explain how to convert between customary and metric measurements.
6. Explain how to measure by volume, weight, and count.
7. Explain how to calculate the amounts for something as purchased (AP) and as an edible portion (EP).
8. Explain how to calculate the cost and portion cost of a standardized recipe.

**Chapter 16 : Salads, Dressings, and Dips**

1. Describe the roles of salads on the menu.
2. Identify ingredients used to make salads.
3. Explain procedures for cleaning and storing salad greens.
4. Explain the purpose of each of the four parts of a salad.
5. Identify important types of salad.
6. Describe how to prepare the various types of salads.
7. Compare and contrast various oils and vinegars.
8. Explain how to prepare vinaigrettes and emulsions.
9. Identify common dips.
10. Describe how to prepare common dips.

**Chapter 17 : Sandwiches and Pizza**

1. Identify the basic kinds of sandwiches and their main components.
2. Describe the roles of the three main elements of a sandwich.
3. Identify the necessary tools and equipment needed at a sandwich station.
4. Explain how to prepare different types of sandwiches.
5. Identify the basic kinds of pizza and their main components.
6. Explain how to prepare different types of pizza.

**Chapter 18 : Stocks, Soups, and Sauces**

1. Identify the four essential elements of a stock and the proper ingredients for each.
2. Classify the various types of stock and their specific ingredients.
3. Outline the three methods for preparing bones for stock.
4. List the ingredients for two to three types of stock.
5. Explain how and why to remove fat from stock.
6. Recall the proper way to cool stock.
7. Summarize how to prepare mother sauces. What derivative sauces are made from them.
8. Evaluate the proper ingredients for sauces.
9. Describe how to prepare different kinds of sauces.
10. Explain how to match a sauce to the appropriate type of food.
11. Recall and outline the two basic kinds of soup.
12. Identify the basic ingredients for clear soups (broth and consommé) and thick soups (cream and purée) and differentiate their preparations.

**Chapter 19 : Cooking Methods**

1. Differentiate how heat transfers to food through conduction, convection, and radiation.
2. List the types of dry-heat cooking methods and recommend which food items are best suited for them.
3. Describe moist-heat cooking and recommend which food items are best suited for it.
4. Explain what combination-heat cooking is and recommend which food items are best suited for it.
5. Describe the sous vide and microwave cooking techniques.
6. Explain how to determine when food is done cooking.

**Chapter 20 : Introduction to Baking**

1. Identify the main ingredients used in baking.
2. Explain the key purpose for each of the main baking ingredient types.
3. Explain how to calculate the ingredient weights in a recipe using baker's percentages.
4. Explain how to convert to a new recipe yield using baker's percentages.
5. Describe the six types of cookies.
6. Define quick breads.
7. Explain how the three types of quick breads are prepared.

# Foundations of Restaurant Management & Culinary Arts

## Learning Objectives

### Chapter 1 : Defining Your Concept and Market

1. Identify the vital elements of a restaurant concept.
2. Develop your own restaurant concept.
3. Compare and evaluate different types of restaurant floor plans.
4. Identify the details of restaurant interior design.
5. Explain how the four Ps influence the marketing of your operation.
6. Identify the major components of sustainable food practices.
7. Identify the steps in a typical marketing plan.
8. Perform a SWOT analysis.
9. Compare activities included in the promotional mix.
10. Describe how community relations benefit a restaurant owner/operator.
11. Identify and describe the components of a business plan.

### Chapter 2 : Menu Development and Management

1. Identify the four major factors to consider when determining a restaurant's cuisine and menu offerings.
2. Explain the link between demographic information about a community and a restaurant meeting its target market's needs.
3. Describe the major functions of a menu.
4. Compare and contrast the different types of menus.
5. Analyze a menu in terms of its medium and its design elements.
6. Calculate the price of a menu item using the food cost percentage method.
7. Define the Q factor and its significance to restaurant profitability.
8. Explain the purposes of a menu sales mix analysis.
9. Describe the characteristics of the four classifications of menu items.
10. List strategies for optimizing a menu based on the menu classifications.

**Chapter 3 : Introduction to Cost Control**

1. Recognize why cost control is important for a foodservice business.
2. Examine the balance between sales and costs necessary to make a profit.
3. Distinguish between the different types of foodservice costs.
4. Investigate the relationship between sales and labor costs.
5. Explore why businesses use budgets and profit and loss reports.
6. Explain how forecasting helps control foodservice costs.
7. Identify and evaluate the tools that help control foodservice costs.
8. Assess ways to reduce food waste.

**Chapter 4 : Food, Beverage, and Labor Costing**

1. Identify methods of cost control in the flow of food.
2. Analyze how quality control affects costing in the flow of food.
3. Define and calculate food and beverage cost and food cost percentage.
4. Recognize the importance of inventory value as it relates to cost control.
5. Develop a recipe cost card for a standardized recipe.
6. Calculate a recipe yield and the number of portions it will produce.
7. Analyze plate cost and drink cost.
8. Formulate a new yield for an existing recipe using a conversion factor.
9. Explain the importance of portion control.
10. Describe how to evaluate a finished product for quality.
11. Analyze the relationship between sales volume and labor costs.
12. Understand how prime cost affects labor costing.
13. Distinguish between types of schedules typically used in a foodservice operation.
14. Describe how to write a schedule to achieve labor goals.

**Chapter 5 : Purchasing, Receiving, and Managing Inventory**

1. Identify the common goods and services purchased by restaurants and foodservice operations.
2. Outline the steps of purchasing for restaurants and foodservice operations.
3. Describe the role and goals of buyers in the industry.
4. Explain the relationships between primary sources, intermediary sources, and retailers within the channel of distribution.
5. Compare the formal and informal buying processes.
6. Name factors that can affect the price of food.
7. List the factors that affect a restaurant's quality standards.
8. Describe the characteristics of clear, complete, well-written product specifications.
9. Outline buyer considerations when conducting a make-or-buy analysis.
10. List the tools that help buyers effectively plan their operation's purchasing needs.
11. Explain the significance of safe, effective, and efficient receiving processes to a restaurant or foodservice operation.
12. List the key principles or properly storing goods delivered to restaurants and foodservice operations.
13. Explain the purposes of formal issuing procedures.
14. Describe perpetual inventory and physical inventory systems.

**Chapter 6 : Eggs and Dairy Products**

1. List the various types of milk and milk alternatives available today and explain how they differ from each other.
2. Describe the various types of cream available today and explain how they differ from each other.
3. Define cultured dairy products and explain what fat content these products have.
4. Describe best practices for receiving and storing milk, cream, and cultured dairy items.
5. Explain the differences between butter and butter substitutes.
6. Name the primary kinds of cheese.
7. List the parts of an egg and explain how to keep eggs safe.
8. Name some different ways to cook an egg.

**Chapter 7 : Breakfast Cookery**

1. Describe the types of breakfast service.
2. Explain how to prepare pancakes, crêpes, waffles, and French toast.
3. Describe how to prepare various breakfast meats.
4. Explain how to prepare various breakfast starches.

**Chapter 8 : Fruits**

1. Classify the various types of fruit.
2. List factors that affect purchasing decisions regarding fruit.
3. Explain how fruit should be stored.
4. Identify various methods for preparing fruit.
5. Describe various methods for cooking fruit.

**Chapter 9 : Vegetables**

1. Describe the various types of vegetables.
2. List factors that affect purchasing decisions regarding vegetables.
3. Explain how vegetables should be stored.
4. Differentiate among various methods for preparing vegetables.
5. List various methods for cooking vegetables.
6. Explain how to hold vegetables for safety and quality.

**Chapter 10 : Potatoes, Grains, and Pasta**

1. Describe three or more types of potatoes and their characteristics.
2. Explain how potatoes should be stored.
3. List three or more methods of preparing potatoes.
4. Name three or more types of grains and legumes and list their characteristics.
5. Explain how grains and legumes should be stored.
6. Describe two or more methods of preparing various types of grains and legumes.
7. List three or more types of pasta.
8. Explain two or more methods of preparing pasta.
9. Name two or more methods of preparing dumplings.

**Chapter 11 : Introduction to Management**

1. Outline the major responsibilities of a manager.
2. Formulate a vision statement and a mission statement.
3. Define SMART goals.
4. Explain how a manager builds a successful team.
5. Understand the laws that govern hiring and training employees.
6. Analyze the common expectations employees have of managers.
7. Explain why diversity is important in a workplace and how it can be promoted.
8. Evaluate the style, skills, and characteristics of a leader.
9. Understand the steps for solving a problem.

**Chapter 12 : Risk Management**

1. Understand how to manage operational risks in a foodservice operation.
2. Explain the role of the general safety audit in risk analysis and risk management.
3. Determine the role of Occupational Safety and Health Administration (OSHA) regulations in risk management.
4. Explain the purpose of the Hazard Communication Standard (HCS) requirements for foodservice owners and managers.
5. Analyze how a workplace safety program addresses harassment, bullying, and other abuse.
6. Understand the guidelines for handling harassment, bullying, and abuse claims.

**Chapter 13 : Nutrition and Healthy Menus**

1. Explain why nutrition is important to the restaurant and foodservice industry.
2. List the five food groups that are part of the MyPlate nutrition model.
3. Describe how phytonutrients and fiber function in the body.
4. Explain the role that carbohydrates play in people's diets.
5. List at least three reasons fats are necessary in people's diets.
6. Explain what proteins do and list at least three foods that have them.
7. Differentiate between vitamins and minerals.
8. Describe how water benefits the human body.
9. Differentiate between vegetarian and vegan diets.
10. Describe at least two food preparation techniques that preserve nutrients.
11. Give at least three examples of modifications that can make meals healthier.
12. Differentiate between "natural" and "organic" on a food label.

**Chapter 14 : Meat**

1. Classify the different grades of meat.
2. Identify different cuts of meat from various animals.
3. Explain the procedures for receiving meat.
4. Outline the basic ways to cook and prepare meat.
5. Identify the best ways to cook specific forms of meat.

**Chapter 15 : Poultry**

1. Describe the various grades of poultry.
2. Identify different forms of poultry.
3. Outline the procedures for receiving poultry.
4. Explain how to fabricate poultry.
5. Review the basic cooking techniques used to prepare poultry.
6. Compare and contrast specific methods for handling different forms of poultry.

**Chapter 16 : Seafood**

1. Describe the inspection and grading process for seafood.
2. Name at least three forms of seafood.
3. List the procedures for receiving seafood.
4. Explain the best way to fabricate seafood.
5. Differentiate between sushi, maki, and nigiri
6. Describe at least two basic cooking methods for seafood.
7. Explain how to tell when fish is fully cooked.

**Chapter 17 : Yeast Breads**

1. Identify the basic types of yeast bread dough.
2. Describe key features of each kind of yeast bread dough.
3. Identify the two basic methods used to make yeast breads.
4. Compare and contrast the two methods for making yeast bread.
5. Describe advantages and disadvantages of different types of yeast.
6. Identify the 10 basic steps of making yeast bread.

**Chapter 18 : Cakes and Pies**

1. Describe cake batters and how they are prepared.
2. Identify the three basic purposes for icing and the various types of icing.
3. Explain how to prepare icing.
4. Identify the types of soufflés.
5. Explain how to make a soufflé.
6. Describe a 3-2-1 pie dough, and explain how it is prepared.
7. Describe laminated dough, pâte à choux, and phyllo dough.
8. Explain how each type of pastry dough is prepared.

**Chapter 19 : Desserts**

1. Explain how chocolate is made, including its main ingredients.
2. Explain how to temper and store chocolate.
3. Explain how to prepare baked and stirred custards.
4. Explain how custards are used in desserts.
5. Identify the different types of frozen desserts.
6. Describe differences in frozen desserts.
7. Describe poached fruit and tortes.
8. Define dessert sauces.
9. Identify the main types of dessert sauces.
10. Describe how different dessert sauces are made.

**Chapter 20 : Modern Plating**

1. Explain why and how to use garnishes.
2. List the guidelines for plating food.
3. Explain how soups should be garnished.
4. Describe how desserts should be plated and presented.