

GLOBAL
EDITION



Foodservice Management

Principles and Practices

THIRTEENTH EDITION

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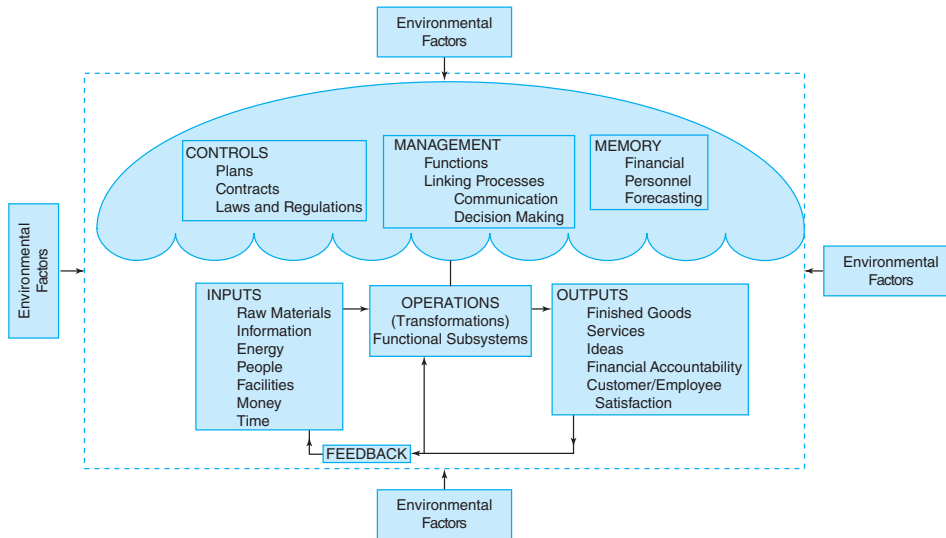


ALWAYS LEARNING

PEARSON

Foodservice Management

Principles and Practices



CRITICAL-THINKING QUESTIONS

1. Part of the meal is purchased premade. What limitations do you foresee in planning a high-quality, balanced menu?
2. What other information would you need in order to plan the menu per the administrator's brief? What are the challenges you could face if you were to assume there was some information missing?
3. What other limitations do you need to consider for the given age group when planning the menu?
4. What challenges do you face given the wide disparity in age of the residents?
5. How would you tackle these challenges?
6. What are the factors to consider when evaluating the effectiveness of the menu? Who should evaluate this?
7. What challenges would the cultural preferences of the residents pose for the menu?
8. How often will you adjust/change the menu?
9. How will you balance residents' preferences and nutritional balance? For instance, if a resident wants eggs every morning and facility starts giving him or her more variety for nutritional balance, then the resident may not eat much at breakfast, which negatively affects his or her health more than eating eggs each morning.
10. Write a menu covering two days including three meals and a bedtime snack each day using the information given and your theoretical answers from above.

CHAPTER REVIEW QUESTIONS

1. Why is the menu considered the single most impactful management tool in a foodservice operation?
2. Why is there a need for a different type of menu at each of these establishments: hospital ward, staff cafeteria, food joint at a mall, and school canteen?
3. What are the disadvantages of a cycle menu and how can you make it an effective management tool?
4. Describe some strategies by which a director of for school nutrition could keep her fingers on the pulse of food trends and school children.
5. What are the conflicts that can arise when the menu plan strictly adheres to the organizational mission and goals?

6. What strategies do you think menu planners for colleges and universities should use to generate inspiration for menu planning?
7. How can the menu plan adhere to the budget assigned for the meals?
8. It is said on occasion that food safety begins at menu planning. Explain and give an example.
9. What type of menu would suit a primary health care center for juvenile diabetes? Plan a menu and list the factors to be considered during the process.
10. Obtain a menu from a local organization (i.e., hospital, restaurant, school, or nursing home). Evaluate the menu on food characteristics and combinations. What changes would you recommend?

The Operational Functions



CHAPTER 6 Purchasing



CHAPTER 7 Receiving, Storage, and Inventory



CHAPTER 8 Production



CHAPTER 9 Service

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Purchasing



PURCHASING IS AN ESSENTIAL FUNCTION IN A FOOD service system. Although the purchasing process for both noncommercial and commercial foodservice operations involves food, supplies, and capital equipment, major emphasis in this chapter is given to the buying of food.

OUTLINE

What Is Purchasing?

The Market

- Market Distribution
- Understanding the Market
- Market Regulation: U.S. Food and Inspection Programs

The Buyer

- The Art of Negotiation
- Ethics in Purchasing
- Structure of Purchasing

Vendors and Food Distributors

Methods of Purchasing

- Informal or Open-Market Buying
- Formal Competitive-Bid Buying
- Variations on Methods of Purchasing

Product Selection

- Market Forms of Foods
- Food Quality

Purchasing Procedures

- Identifying Needs
- Specifications
- Issuing Bid Requests
- Developing Purchase Orders
- Tabulating and Evaluating Bids
- Awarding Contracts
- Legal and Regulatory Aspects of Purchasing

Summary

Markets within all tiers and segments of the food system offer a large variety of products from which well-informed selections must be made in order to meet the needs of a particular foodservice operation. Whether the buying decisions are made by the manager, a chef, a purchasing agent, or other qualified personnel, they must be based on quality standards, the economic structure of the organization, and a thorough understanding of the markets that encompass the purchasing environment.

The primary purpose of this chapter is to provide the reader with basic information about purchasing in foodservice operations. In this chapter, approaches to selecting vendors, determining food needs, and writing specifications are discussed, as are the methods of purchasing. From this information, the reader will be able to build a framework for making facility-specific buying decisions.

LEARNING OBJECTIVES

By studying this chapter you will be able to:

1. Describe how activities throughout the food system influence the purchasing function.
2. Identify key laws and regulations pertinent to specific segments and tiers of the food system and their implications for the purchasing function.
3. Distinguish among practices that are acceptable or unacceptable relative to ethics in purchasing.
4. Describe what is meant by the structure of purchasing and how types of organizations influence these structures.
5. Define various types of vendors and distributors.
6. Describe the formal process of purchasing and circumstances under which is it best practice for purchasing.
7. List factors that need to be considered when selecting food and supplies for a specific foodservice.

KEY CONCEPTS

1. Purchasing is a management function focused on securing resources needed to operate a foodservice.
2. In the context of purchasing, the term *market* has several meanings.
3. Products are distributed through a series of channels and transfer of ownership.
4. Markets and the function of purchasing are regulated at the federal, state, and local levels.
5. A buyer is a member of the professional administrative team and is held to high standards of work performance and ethical behavior.
6. The structure of purchasing varies depending on the size and type of organization.
7. A foodservice can purchase food and products from a wide variety of vendors.
8. Formal and informal methods of purchasing are used by foodservice operations.
9. Numerous factors need to be considered when selecting products for a foodservice operation.
10. Procedures used to purchase products vary depending on the formality of the purchasing function.