

MARIAN C. SPEARS
ALLENE G. VADEN

Foodservice Organizations

A MANAGERIAL
AND SYSTEMS
APPROACH

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PREFACE

Foodservice Organizations: A Managerial and Systems Approach was designed and written as a text for use in educating managers for the increasingly complex foodservice industry. The intent, also, was to produce an up-to-date resource book for practitioners in all segments of the industry.

The book is designed for use over an academic year, in two or three courses. Its primary target audience is upper-division students in undergraduate courses in foodservice management, both in dietetic and restaurant management programs. The book could also be used in two-year associate degree programs, although some portions are beyond the level of expected competencies for graduates of those programs. For example, the sections on forecasting, decision making techniques, and financial analysis might be a resource for faculty but would not be assigned in courses in junior or community colleges.

Foodservice Organizations would also be useful in many first-level graduate courses, especially for those students whose baccalaureate degrees are not in dietetics or foodservice management. However, we would presume that at the graduate level this book would be supplemented by assignments from other references and periodical literature.

Coverage of various segments of the industry is balanced, with both commercial and institutional operations emphasized throughout the book. Many examples are included to elucidate application of theory to practice. Numerous figures and operational forms illustrate concepts, and each chapter has an extensive, up-to-date reference list.

Quality assurance, systems theory, value analysis, "make or buy" decisions, materials management, inventory control tools, forecasting models, ingredient control, sanitation standards and audits, quality circles, energy management, and productivity analysis and improvement are among topics included that are *not* covered in most other texts or are included only in limited detail. In addition, management topics discussed in more depth include decision making techniques, communication, job enrichment, human resource planning, labor-management relations, emerging concepts in organizational leadership, financial analysis tools, budgeting, and computer-assisted management. The book has been field-tested at Purdue and at Kansas State University. At both institutions, hotel and restaurant and dietetic students described it as easy to read, understandable, and interesting.

In developing the text, numerous references in foodservice management, food science, industrial engineering, finance, accounting, marketing, and management were consulted. To assist in identifying level of concepts, we used widely accepted junior-senior texts from the business administration literature as models.

A foodservice systems model provides the organizing framework unifying the

book, and management concepts are a common thread throughout. The book includes 22 chapters divided into 6 sections. The following is an example of the way in which the book might be used in several foodservice management courses:

Course	Chapters
Quantity Food Production	1-4, 6, 8, 10-12, 16
Foodservice Systems	2-5, 7-9, 14-16
Organization and Management	2-4, 13, 17-22

Chapters are integrated and interrelated; however, they are each written as an independent unit and can be utilized in various sequences to meet the needs of varying course designs.

The initial chapters in Section I provide an overview of the field; Section II includes models related to designing foodservice systems and presents the menu as the primary control. Sections III, IV, and V include indepth discussions of the subsystems of a foodservice system—procurement, production, distribution and service; and maintenance. The final section is comprised of six chapters that discuss management of foodservice operations, including chapters on organization structure, communication and decision making, leadership, personnel management, financial management, and computers in foodservice systems.

Appreciation is expressed to Judy Jensen, at Kansas State University (KSU), who competently typed and retyped the entire manuscript, both cheerfully and patiently. Janet Helm and Sharon Hearne, graduate research assistants, provided much assistance in proofreading, preparing reference lists, locating resource material, and editing. Mary Hammel, graphic artist at Kansas State University, did an excellent job in preparing most of the line drawings and illustrations. In the final stages of development, Patricia L. Simonis, Della Rieley, Linda Yarrow, Janet Beary, and Robin Zingheim at Kansas State University and Carol Davidson and Regina Partlow at the University of Southern Mississippi were extremely helpful. Frances Jensen and Nedra Sylvis also provided technical assistance.

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Pfeiffer, St. Louis Community College at Florissant Valley; Prof. Kathryn Price, Middle Tennessee State University; and Ruby P. Puckett, Shands Hospital, University of Florida, Gainesville. Recognition should also be given to the faculty and students at Kansas State University and to Dr. Stephen Hiemstra at Purdue University, who assisted with field-testing the book.

Writing an extensive textbook such as this is truly a "labor of love." Our intent in this undertaking was to develop a comprehensive resource that would integrate current theory with practice and application.

Marian C. Spears
Allene G. Vaden

March 1985

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