



West and Wood's

Introduction to Foodservice

Eighth Edition

June Payne-Palacio Monica Theis

West & Wood's Introduction to Foodservice

EIGHTH EDITION

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Preface



Since the first edition of *West and Wood's Introduction to Foodservice* (then titled *Foodservice in Institutions*) was published in 1938, the authors have been committed to presenting the basic principles of foodservice management, which can be applied to *all* types of foodservice organizations. This new eighth edition is no exception in giving comprehensive coverage of all aspects of foodservice management.

Earlier editions, however, reflected the distinct difference that existed between commercial, or profit-seeking, organizations and noncommercial, or institutional, not-for-profit foodservice operations. Special emphasis was given to institutional foodservices: schools and colleges, hospitals and health care facilities, and in-plant or industrial foodservices.

In recent years, a philosophical change has taken place—first gradually, then dramatically—in the management of many not-for-profit institutional foodservices. With rising health care costs of recent years, for example, hospitals have become more financially competitive in order to succeed and remain in business. Today, most foodservices are striving for some margin of profit, making less of a distinction between the two types of foodservice. In response to these changes the title of this book was changed with the seventh edition to *Introduction to Foodservice*.

The new title better reflects the major thrust of the text and, it is hoped, gives a good indication of the purpose, scope, and level of the subject matter. While the focus is on basic principles, this edition also reflects the impact of current social, economic, technological and political factors on foodservice operations. Examples and illustrations reflect both noncommercial and commercial applications.

New to This Edition

- Chapter 3, “Food Safety,” is a new chapter on what we believe to be one of the most important issues facing foodservice today. The scope of foodborne disease and its relationship to microbiology are discussed. The chapter emphasizes the responsibility of the food manager in assuring safe food and offers specific, practical guidelines on how to design a facility-specific HACCP system.
- Chapter 9, “Facilities Management,” is a new chapter that addresses energy and water conservation and provides guidance on solid waste management.

- Chapter 12, “Designing and Managing the Organization,” has been revised to include current theory and practical applications of quality management including Total Quality Management and Performance Improvement.
- An Instructor’s Manual, of particular interest to professors and teachers, has been newly developed and designed to assist the instructor in lesson planning and student evaluation.

Throughout this edition the material has been updated and revised to reflect current trends and practices. For example, branding and the branded concept as a marketing strategy are thoroughly discussed in Chapter 17. Many new photographs and illustrations are included to help visually interpret the subject matter. In addition, some chapter titles now incorporate new terminology to better reflect the subject matter.

Features

The pedagogical features included in this edition will help students, instructors, and other users maximize the value of this text. Of particular interest are the following:

- Each chapter concludes with a Summary and References, and many have a special section, “For More Information,” that helps the reader locate additional sources of information on a particular topic.
- Review Questions at the end of each chapter help pinpoint the important concepts of the subject matter and serve as a study review and test for the reader, ensuring that the more important information is learned.
- Appendixes on Cooking Methods and on Foodservice Equipment serve as ready references for the reader who seeks additional, detailed information. Teachers of foodservice management courses should find these additions helpful in guiding students’ learning.
- A Glossary at the end of the book defines and more clearly explains some of the terms unique to our field of study. In the text, these terms are shown in bold-face type.

It is expected that users of this text will also supplement their reading with current journals, trade magazines, and research reports, as well as attend seminars and exhibits at conventions and trade shows to keep themselves up-to-date.

Organization of This Edition

Although it is likely no two teachers would organize the subject matter of this course in exactly the same way, we believe that the information in this text is presented in a logical sequence. First, the technical operation of a foodservice is discussed so that students will understand what is to be managed, and then the presentation of management techniques follows.

Introduction to Foodservice is divided into four major parts. Part 1, “Foodservice Organizations,” provides an overview. Chapter 1 gives a chronological review of the history of foodservice organizations, while Chapter 2 describes types of current foodservice operations.

Part 2, “Quantity Food Production and Service,” includes Chapters 3 through 7. This part begins with a new chapter on food safety and is followed by a function-by-function description of a foodservice operation. These functions include menu planning, purchasing, production, and service. Each chapter includes factors that influence the management of that operational function.

Part 3, “Physical Facilities,” is a four-chapter unit that focuses on the maintenance and design of the operational facilities. The unit begins with a chapter on sanitation and cleaning. Guidance is also offered on how to plan, design, and maintain a foodservice operation.

Part 4, “Organization and Administration,” provides the reader with the basic knowledge to manage the operational functions of a foodservice. Chapter 12 covers the design and management of organizations. It is followed by a comprehensive chapter on human resource management. The unit concludes with chapters on professional qualities such as administrative leadership and skills including work improvement, financial management, and marketing.

Courses for Which This Text Is Suitable

Although different schools and universities may use this material in a sequence different from that presented here, the subject matter itself is appropriate for courses that include the following (with these or similar titles):

- Introduction to Foodservice Management
- Quantity Food Production
- Purchasing for Foodservices (both food and equipment)
- Organization and Management of Foodservices
- Facility Design and Equipment Arrangement
- Financial Management of Foodservices
- Food Protection and Safety
- Menu Planning for Foodservices
- Foodservice Marketing and Merchandising

It is our hope that this newly revised edition of a classic text continues to meet the needs, as it has in the past, of the present generation of students who are preparing to become administrative dietetics professionals or foodservice managers. We hope too that teachers will find *Introduction to Foodservice*, Eighth Edition, a helpful guide and that foodservice managers in practice will use it as a ready-reference in their work.

ACKNOWLEDGMENTS

Many people have assisted with the preparation of *Introduction to Foodservice*. Without their help, our task would have been impossible.

The current authors are deeply appreciative of the excellent work of the original authors, Bessie Brooks West and LeVelle Wood, in providing a text that has been so widely accepted in the United States and abroad for almost 60 years. The text has

been recognized for its authenticity and accuracy, a standard that we have strived to maintain in the new edition. Mrs. West assisted with revisions through the fifth edition, before she passed away in 1984 at the age of 93. Miss Wood was active in all revisions through the sixth edition. Now 93, she lives in a retirement home in Portland, Oregon. Grace Shugart and Virginia Harger retired as co-authors following publication of the seventh edition. Ms. Shugart passed away in 1995. Ms. Harger is enjoying an active retirement in Oregon. Without the pioneering work and writing of these women, this revision would not be a reality.

We are grateful to the peer reviewers, who challenged our thinking and made excellent suggestions for changes or additions to the first drafts of the manuscript. Their comments were honest and open, and many of their ideas have been incorporated into the text. We believe that their input has made the text even more meaningful to our readers. We thank these reviewers for their contributions:

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June Payne-Palacio
Monica Theis

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