Chapter 1 Systems Approach to a Foodservice Organization

MULTIPLE CHOICE. Choose the one alternative that best completes the statement or answers the question.

1) A system is a
   A) model of a real situation.
   B) collection of interrelated parts.
   C) framework of loosely organized ideas.

2) The basic model of a system contains which three components?
   A) inputs, transformation, and outputs
   B) controls, feedback, and environment
   C) memory, functional subsystems, and linking processes
   D) human, physical, and operational resources

3) An example of an input to the foodservice system is
   A) human resources.
   B) budgets.
   C) meals.
   D) production.

4) The policies and procedures of a foodservice operation are part of ______________ in the foodservice systems model.
   A) control
   B) input
   C) transformation
   D) output

5) The term, ______________, is used to describe the phenomenon that parts of an organization acting together may have greater impact than the impact each has separately.
   A) dynamic equilibrium
   B) equifinality
   C) synergy
   D) control

6) Having the same or similar outputs from using different inputs is termed ______________.
   A) dynamic equilibrium
   B) equifinality
   C) synergy
   D) interdependency
7) The area of interdependency between two subsystems is referred to as the _______________.
   A) boundary  
   B) interface  
   C) core  
   D) linking processes

8) Which of the following is a characteristic of a subsystem?
   A) It is a complete system in itself.  
   B) It is independent of any other system.  
   C) It contains a suprasystem within it.  
   D) It is higher in the hierarchical order than is a system.

9) Management functions, functional subsystems, and linking processes are part of the _______________ portion of the foodservice systems model.
   A) input  
   B) transformation  
   C) output  
   D) control

10) Decision making, communication, and balance are referred to as _______________ within the foodservice systems model.
    A) linking processes  
    B) controls  
    C) coordinating elements  
    D) functional subsystems

11) Procurement, production, safety/sanitation/maintenance, and distribution/service are _______________ in the foodservice systems model.
    A) inputs  
    B) functional subsystems  
    C) linking processes  
    D) controls

12) A franchisor is one who
    A) is granted a company franchise.  
    B) grants the right to another to market the company’s concepts.  
    C) contracts with another to run a restaurant.  
    D) partners with distributors to reduce costs of foodservice operations.

13) A kiosk convenience store would have which of the following characteristics?
    A) It would sell a variety of grocery products.  
    B) It would be large, usually more than 4,000 square feet.  
    C) It would offer a wide variety of options, usually including groceries and a fast-food outlet.  
    D) It would be small, usually less than 800 square feet.
14) Which of the following hotel foodservice options is the most labor intensive?
   A) casual dining restaurant
   B) lobby coffee cart
   C) fine dining restaurant
   D) room service

15) Providing room service in a hospital and having higher patient satisfaction scores than other hospitals in the region is an example of
   A) environmental scanning.
   B) system transformation.
   C) competitive advantage.
   D) synergy.

16) Managed care is a process impacting primarily the ____________ industry.
   A) quick-service restaurant
   B) correctional foodservice
   C) school foodservice
   D) healthcare foodservice

17) ARAMARK Corporation is an example of a
   A) self-operation.
   B) franchise.
   C) partnership.
   D) contract company.

18) Which of the following would not be considered a sustainable practice?
   A) recycling aluminum foil.
   B) purchasing EnergyStar equipment.
   C) practicing green washing.
   D) allowing customers to use a refillable cup.

19) A primary reason to open a business as a sole proprietorship instead of forming a corporation for business ownership is that:
   A) a sole proprietorship provides limited liability for the owner.
   B) it is easier to obtain bank and small business loan funding as a sole proprietorship.
   C) finding managers is easier in a sole proprietorship
   D) a sole proprietorship avoids double taxation of the owner and business.

20) Self-operation means:
   A) the manager or supervisor is responsible for preparing the food to be served.
   B) the manager is an employee of the company in which the foodservice is located.
   C) a single manager is hired to oversee the foodservice operation.
   D) employees complete the work without a manager being present.
TRUE/FALSE. Write ‘T’ if the statement is true and ‘F’ if the statement is false.

21) An open system has interrelated parts; interrelated parts are not part of a closed system.

22) Transformation is the part of the foodservice system that involves changing inputs to outputs.

23) Synergy is the ability of an open system to continuously respond and adapt to its environment.

24) Foodservice equipment and space are included as inputs in the foodservice systems model.

25) Procurement, production, safety/sanitation/maintenance, and distribution/service are part of transformation in the foodservice systems model.

26) The menu is an input in the foodservice systems model.

27) A quick service restaurant is a retail business with primary emphasis on providing the public a convenient location to quickly purchase from a wide array of consumable products.

28) The strategic management process includes analysis, implementation, and evaluation.

29) A foodservice operation using a differentiation strategy would sell their products at a lower price than competitors to differentiate themselves in the market place.

30) Hospital foodservice directors expect to do more multidepartment management in the future.

31) Foodservice managers who sign the Healthy Food in Healthcare Pledge are committing themselves to more sustainable purchasing practices.

32) One of the characteristics of an entrepreneur is an enjoyment of taking uncalculated risks.

33) Permeability of boundaries is a characteristic of an open system.

34) LEED certification is an occupational safety requirement for foodservice operations.
SHORT ANSWER. Write the word or phrase that best completes each statement or answers the question.

35) School foodservice is categorized as part of the _____________ segment of the industry.

36) The professional organization representing dietetics professionals with a mission of leading the future of dietetics is the _____________.

37) The type of senior care that includes apartment-style accommodations where assistance with daily living is provided is termed _____________.

38) ____________ is defined as the ability to meet the needs of today without compromising the ability of future generations to meet their needs.
Chapter 1 Answer Key

1) B
2) A
3) A
4) A
5) C
6) B
7) B
8) A
9) B
10) A
11) B
12) B
13) D
14) C
15) C
16) D
17) D
18) C
19) D
20) B
21) FALSE
22) TRUE
23) FALSE
24) TRUE
25) TRUE
26) FALSE
27) FALSE
28) TRUE
29) FALSE
30) TRUE
31) TRUE
32) FALSE
33) TRUE
34) FALSE
35) on-site (or institutional)
36) American Dietetic Association
37) assisted living
38) Sustainability
Chapter 2 Managing Quality

MULTIPLE CHOICE. Choose the one alternative that best completes the statement or answers the question.

1) ____________ is a procedure that defines and ensures maintenance of standards within prescribed tolerances for a product or service.
   A) Total quality management
   B) Continuous quality improvement
   C) Quality improvement process
   D) Quality assurance

2) The group that serves as an accreditation agency that reviews voluntary programs of quality improvements in patient care in hospitals is
   A) The Joint Commission.
   B) American Dietetic Association.
   C) Occupational Safety and Health Association.

3) The Malcom Baldrige Award is given to recognize
   A) use of the foodservice systems model.
   B) quality achievement.
   C) efficiency in production.
   D) organizational financial success.

4) According to the American Society for Quality, which of the following is NOT a characteristic of quality?
   A) Quality is aimed at performance excellence.
   B) Quality is defined by the customer.
   C) Quality is a program.
   D) Quality reduces costs.

5) The radical redesign of business processes for dramatic improvement is termed ____________.
   A) reengineering
   B) six sigma
   C) right sizing
   D) benchmarking

6) W. Deming is most known for his work in which country?
   A) United States
   B) Japan
   C) Canada
   D) France
7) ___________ is defined as the degree to which managers allow employees to act independently within their job description.
   A) Reengineering
   B) Empowerment
   C) Quality management
   D) Benchmarking

8) A model for coordinating process improvement efforts is a ___________.
   A) pareto analysis
   B) control chart
   C) plan-do-check-act cycle
   D) cause and effect diagram

9) A process improvement tool that provides a graphical record of process improvement efforts over a period of time is termed a ___________.
   A) fishbone diagram
   B) plan-do-check-act cycle
   C) pareto analysis
   D) control chart

10) ___________ often is referred to as the 80-20 rule because 80% of a given outcome typically results from 20% of an input.
    A) Pareto analysis
    B) Rightsizing
    C) Ishikawa charting
    D) Benchmarking

11) A data driven technique for eliminating defects in a process is referred to as ___________.
    A) benchmarking
    B) six sigma
    C) reengineering
    D) quality assurance

12) What is the only hotel company to win the Baldrige Award on two occasions?
    A) Radisson
    B) Hilton
    C) Hyatt
    D) Ritz Carlton

13) Process improvement programs are part of ___________ in the foodservice systems model.
    A) control
    B) input
    C) transformation
    D) output
14) The 14-point system to help companies improve their quality was created by ____________.
   A) Shewhart  
   B) Juran  
   C) Deming  
   D) Hammer

15) The process that includes the concept of providing a product or service only when a customer wants it is termed: ____________.
   A) Lean  
   B) Benchmarking  
   C) Downsizing  
   D) Six Sigma

**TRUE/FALSE. Write ‘T’ if the statement is true and ‘F’ if the statement is false.**

16) The key to a successful quality assurance program is continuous monitoring and evaluation.  
   T

17) Quality should be defined by the manager, not the customer.  
   F

18) Quality assurance is a procedure that ensures maintenance of standards.  
   T

19) Suppliers of food products are termed “external customers” of the foodservice operation.  
   T

20) An Ishikawa or fishbone diagram provides a way to illustrate factors that may influence or cause a given outcome.  
   T

21) ISO 9000 standards are U.S.-based standards for quality performance.  
   F

22) Common to the ISO 9000 standards, the Malcolm Baldrige Award, and the Joint Commission standards is the inclusion of leadership as a criteria for quality.  
   T

23) Common to most total quality management definitions is a focus on empowerment of employees.  
   T

24) The Keys to Excellence is a quality improvement program for hospital foodservice operations.  
   T

25) A FOCUS-PDCA is a way to coordinate process improvement projects.  
   T

26) A value stream map is commonly used in benchmarking one operation with another.  
   T
SHORT ANSWER. Write the word or phrase that best completes each statement or answers the question.

27) The initials “TQM” stand for ______________.

28) The Greek letter for a statistical unit of measurement used to define standard deviation is ______________.

29) ______________ is the process of comparing your operation’s performance against those considered to be front-runners in the industry.
Chapter 2 Answer Key

1) D
2) A
3) B
4) C
5) A
6) B
7) B
8) C
9) D
10) A
11) B
12) D
13) A
14) C
15) A
16) TRUE
17) FALSE
18) TRUE
19) FALSE
20) TRUE
21) FALSE
22) TRUE
23) TRUE
24) FALSE
25) TRUE
26) FALSE
27) Total Quality Management
28) Sigma
29) Benchmarking
Chapter 3 The Menu

MATCHING. Choose the item in column 2 that best matches each item in column 1.

1) Static menu  
   A) food items repeated on a patterned basis
2) Cycle menu  
   B) complete meal, fixed price
3) Single use menu  
   C) same menu items each day
   D) food items planned for specific days

MULTIPLE CHOICE. Choose the one alternative that best completes the statement or answers the question.

4) The menu would be categorized as part of the _____________ segment of the foodservice systems model.
   A) control
   B) input
   C) transformation
   D) output

5) The most important factor to consider in menu planning is
   A) price of ingredients.
   B) availability of production equipment.
   C) customer satisfaction.
   D) skill level of production employees.

6) Nutrition and physical activity messages in the Dietary Guidelines for Americans and MyPyramid include all of the following EXCEPT
   A) make half your grains whole.
   B) focus on fruits.
   C) include plenty of protein.
   D) find your balance between food and physical activity.

7) Plate waste studies are one method used to determine
   A) cost of food.
   B) food acceptability.
   C) appropriate length of menu cycle.
   D) vendor performance.

8) The “3-A-Day” program was planned to
   A) increase consumption of breads, cereals, rice, and pasta.
   B) decrease consumption of meat, poultry, and fish.
   C) increase consumption of dairy products.
   D) decrease consumption of fats, oils, and sweets.