**Course Description:**

Students will apply management principles to plan, organize and direct restaurant staff toward goal achievement. They will hire, train, and supervise employees; establish processes to facilitate restaurant operations; and plan and design menus. Students will also forecast and schedule food production, establish food specifications, select vendors, calculate costs, and purchase food and nonfood products. Other topics include food science, nutritional analysis, business law and ethics, economics and marketing.

**Outcome 1.1. Employability Skills:** Develop career awareness and employability skills (e.g., face-to-face, online) needed for gaining and maintaining employment in diverse business settings.

**Competencies:**

1.1.4. Describe the role and function of professional organizations, industry associations and organized labor and use networking techniques to develop and maintain professional relationships.

1.1.6. Explain the importance of work ethic, accountability and responsibility and demonstrate associated behaviors in fulfilling personal, community and workplace roles.

1.1.7. Apply problem-solving and critical-thinking skills to work-related issues when making decisions and formulating solutions.

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**Outcome 1.2. Leadership and Communications:** Process, maintain, evaluate and disseminate information in a business. Develop leadership and team building to promote collaboration.

**Competencies:**

1.2.1. Extract relevant, valid information from materials and cite sources of information.

1.2.7. Use problem-solving and consensus-building techniques to draw conclusions and determine next steps.

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**Outcome 1.3. Business Ethics and Law:** Analyze how professional, ethical and legal behavior contributes to continuous improvement in organizational performance and regulatory compliance.

**Competencies:**

1.3.1. Analyze how regulatory compliance affects business operations and organizational performance.

1.3.3. Use ethical character traits consistent with workplace standards (e.g., honesty, personal integrity, compassion, justice).

1.3.4. Identify how federal and state consumer protection laws affect products and services.

1.3.5. Access and implement safety compliance measures (e.g., quality assurance information, safety data sheets [SDSs], product safety data sheets [PSDSs], United States Environmental Protection Agency [EPA], United States Occupational Safety and Health Administration [OSHA]) that contribute to the continuous improvement of the organization.

1.3.6. Identify deceptive practices (e.g., bait and switch, identity theft, unlawful door-to-door sales, deceptive service estimates, fraudulent misrepresentations) and their overall impact on organizational performance.

1.3.7. Identify the labor laws that affect employment and the consequences of noncompliance for both employee and employer (e.g., harassment, labor, employment, employment interview, testing, minor labor laws, Americans with Disabilities Act, Fair Labor Standard

1.3.9. Identify potential conflicts of interest (e.g., personal gain, project bidding) between personal, organizational and professional ethical standards.

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**Outcome 1.4. Knowledge Management and Information Technology:** Demonstrate current and emerging strategies and technologies used to collect, analyze, record and share information in business operations.

**Competencies:**

1.4.2. Select and use software applications to locate, record, analyze and present information (e.g., word processing, e-mail, spreadsheet, databases, presentation, Internet search engines).

1.4.4. Use system hardware to support software applications.

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**Outcome 1.6. Business Literacy:** Develop foundational skills and knowledge in entrepreneurship, financial literacy and business operations.

**Competencies:**

1.6.1. Identify business opportunities.

1.6.6. Identify the target market served by the organization, the niche that the organization fills and an outlook of the industry.

1.6.7. Identify the effect of supply and demand on products and services.

1.6.8. Identify the features and benefits that make an organization’s product or service competitive.

1.6.10. Describe the impact of globalization on an enterprise or organization.

1.6.11. Describe how all business activities of an organization work within the parameters of a budget.

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**Outcome 1.8. Operations Management:** Plan, organize and monitor an organization or department to maximize contribution to organizational goals and objectives.

**Competencies:**

1.8.1. Forecast future resources and budgetary needs using financial documents (e.g., balance sheet, demand forecasting, financial ratios).

1.8.2. Select and organize resources to develop a product or a service.

1.8.3. Analyze the performance of organizational activities and reallocate resources to achieve established goals.

1.8.4. Identify alternative actions to take when goals are not met (e.g., changing goals, changing strategies, efficiencies).

1.8.5. Use inventory and control systems to purchase materials, supplies and equipment (e.g., Last In, First Out [LIFO]; First In, First Out [FIFO]; Just in Time [JIT]; LEAN).

1.8.6. Identify the advantages and disadvantages of carrying cost and Just-in-Time (JIT) production systems and the effects of maintaining inventory (e.g., perishable, shrinkage, insurance) on profitability.

1.8.7. Collect information and feedback to help assess the organization’s strategic planning and policymaking processes.

1.8.11. Select and manage suppliers (e.g., qualification, selection, billing, quality control, resolution of issues).

1.8.12. Analyze environmental issues and trends, and identify sustainable efforts and initiatives that organizations use in response.

1.8.14. Track usage, profitability and productivity measures.

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**Outcome 1.10. Sales and Marketing:** Manage pricing, place, promotion, packaging, positioning and public relations to improve quality customer service.

**Competencies:**

1.10.5. Monitor customer expectations and determine product/service satisfaction by using measurement tools.

1.10.6. Discuss the importance of correct pricing to support a product’s or service’s positioning in the marketing mix.

1.10.7. Describe the importance and diversity of distribution channels (i.e., direct, indirect) to sell a product.

1.10.9. Use product management (e.g., product mix, product line, bundling) to maximize sales revenues, market share, and profit margins

1.10.11. Evaluate competitors’ products, brands and activities.

1.10.12. Use pricing strategies and tactics throughout the product and customer lifecycle.

1.10.13. Implement and assess seasonal and situational pricing policies.

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**Outcome 1.11. Principles of Business Economics:** Examine and employ economic principles, concepts and policies to accomplish organizational goals and objectives.

**Competencies:**

1.11.1. Identify the economic principles that guide geographic location of an industry's facilities (e.g., relative scarcity, price, quantity of products and services).

1.11.3. Use economic indicators to identify economic trends and conditions (e.g., inflation, interest rate fluctuations, unemployment rates).

1.11.4. Determine how the quality, quantity and pricing of goods and services are affected by domestic and international competition in a market economy.

1.11.5. Analyze factors that affect currency and exchange rates.

1.11.6. Explain how financial markets and government policies influence interest rates (credit ratings/debt ceiling), trade deficits and unemployment.

1.11.7. Describe how economic performance and culture are interdependent.

1.11.8. Identify the relationships between economy, society and environment that lead to sustainability.

1.11.9. Describe how laws and regulations influence domestic and international trade.

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**Outcome 2.7. People Management:** Apply strategies, policies and procedures to manage new hires, union and non-union employees and volunteers to meet quality standards.

**Competencies:**

2.7.3. Recruit, screen, and interview job applicants.

2.7.4. Make hiring decisions and job offers.

2.7.6. Train, cross-train, and coach employees and volunteers using talent-development and motivation theories.

2.7.7. Schedule employees and volunteers across shifts and during peak service times.

2.7.8. Plan, delegate, and direct the work of employees and volunteers.

2.7.12. Supervise union and nonunionized staff and volunteers.

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**Outcome 4.1. Culinary Industry Fundamentals:** Analyze the effects of sociological, cultural, historical and environmental developments on consumer food preferences and the resulting culinary issues and challenges.

**Competencies:**

4.1.1. Differentiate among the segments of the culinary and foodservice operations industry, and identify the types of food served by these segments.

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**Outcome 4.3. Ingredient Selection and Preparation:** Follow mise en place principles when organizing food and equipment, determine amounts to use, and prepare ingredients for use in recipes.

**Competencies:**

4.3.1. Explain the importance of product specifications and portion control.

4.3.2. Measure solids and liquids, and apply ratios and equations to scale, and convert U.S. and metric measurements.

4.3.3. Use and convert standardized recipes to achieve specific quantities and serving sizes.

4.3.4. Adjust recipes and preparation techniques to respond to dietary restrictions.

4.3.5. Select production methods (e.g., heat transfer, moist heat, dry heat) and equipment appropriate for the food product and environment.

4.3.6. Explain mise en place principles and their impact on kitchen operations.

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**Outcome 4.4. Food Staples and Sides Preparation:** Apply cooking principles and methods, cultural and ethnic knowledge and nutrition-management strategies to prepare and pair staples and sides.

**Competencies:**

4.4.1. Use quality factors to select food products and produce.

4.4.2. Identify seasonings, oils, flavor enhancers and food additives by type, class and purpose.

4.4.4. Identify types and grading of egg products.

4.4.6. Identify types, grading and classification of dairy products.

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**Outcome 4.5. Meat, Poultry, and Seafood:** Apply cooking principles and methods, cultural and ethnic knowledge and nutrition-management strategies to prepare meat, poultry and seafood dishes.

**Competencies:**

4.5.1. Identify types, grades and cuts of beef, veal, lamb and pork.

4.5.2. Identify how meat composition influences food quality and preparation.

4.5.4. Identify types, grades and cuts of chicken, turkey, duck and goose.

4.5.8. Identify and assess the quality of fish and shellfish.

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**Outcome 6.1. Food Science:** Apply principles of biology, chemistry and physics to determine the nutritional values and health impacts of food products.

**Competencies:**

6.1.5. Describe the composition, structure and sources of sugars, complex carbohydrates, lipids, vitamins, minerals and proteins (i.e., functional ingredients) and their nutritional contributions to dietary needs.

6.1.8. Differentiate the metabolic processes and the factors that affect metabolic changes in the human body, including anabolism, catabolism and basal metabolism.

6.1.11. Analyze the effects of pesticides, genetic modifications and other food alterations on nutritional values and physical health.

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**Outcome 6.2. Nutritional Analysis:** Apply concepts of nutrition science to determine the effects of recipes and food combinations on customer health.

**Competencies:**

6.2.1. Analyze recommended dietary guidelines, and apply the five food-group categories to balance food selection.

6.2.2. Analyze the nutritional challenges of meeting special dietary needs, and identify suitable ingredient substitutes.

6.2.3. Determine the nutritional value of foods using ingredient lists and food labels.

6.2.4. Develop standardized recipes that preserve nutrients during cooking and promote healthy eating habits.

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**Outcome 6.4. Menu Development:** Apply principles of food science, nutritional analysis and human behavior to plan and design menus.

**Competencies:**

6.4.1. Analyze sociocultural trends, food habits, preferences and nutritional guidelines to identify menu options.

6.4.2. Select menu items consistent with defined brand and operational capabilities.

6.4.3. Balance the nutritional value of food pairings.

6.4.4. Determine menu price points and menu prices.

6.4.5. Design menus, menu item descriptions and nutritional disclosures.

6.4.8. Evaluate compliance with truth-in-menu laws as they relate to product and menu descriptions and nutritional claims.

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**Outcome 7.1. Purchasing and Inventory Management:** Plan and implement procedures and techniques to maintain food and beverage safety and quality, reduce costs and achieve organizational objectives during inventory acquisition, storage and use.

**Competencies:**

7.1.1. Determine how food and beverage purchasing decisions are influenced by food defense, security and supplier’s agricultural and manufacturing practices.

7.1.2. Conduct make or buy analysis, and determine course of action.

7.1.3. Establish food specifications and prep lists.

7.1.4. Calculate unit costs, total costs and yield measures for standard recipes.

7.1.5. Calculate plate, buffet and salad bar requirements and costs.

7.1.6. Develop ingredient and portion control guides.

7.1.7. Determine sources of food loss, and select corrective procedures.

7.1.8. Apply first-in first-out (FIFO) inventory control method to store and use food products.

7.1.9. Identify sustainability considerations in purchasing food and nonfood products.

7.1.10. Develop and implement food and nonfood waste-reduction management program.

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**Outcome 7.2. Kitchen Management and Distribution:** Design, implement, and manage distribution processes to achieve quality standards, expedite workflow and sustain customer satisfaction at a reasonable cost, using continuous-improvement techniques.

**Competencies:**

7.2.2. Forecast and schedule food production.

7.2.3. Coordinate meal distribution appropriate based on meal type, service categories and available transportation mechanisms.

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**Outcome 7.3. Dining Room Operations:** Manage dining room staff, operations and systems to achieve organizational objectives.

**Competencies:**

7.3.2. Determine the customer dynamics occurring during different shifts, and assess their impact on operations.

7.3.4. Establish and implement processes to manage table turns, wait lines and table assignments.

7.3.5. Establish and implement processes to facilitate interaction between the different service teams.

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