

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.

- 21) Examining trends in the foodservice industry is an example of what component of strategic planning?
- A) Evaluation of outcomes
 - B) Monitoring the environment
 - C) Completing an organizational assessment
 - D) Thinking strategically

TRUE/FALSE. Write 'T' if the statement is true and 'F' if the statement is false.

- 22) An open system has interrelated parts; interrelated parts are not part of a closed system.
- 23) Transformation is the part of the foodservice system that involves changing inputs to outputs.
- 24) Synergy is the ability of an open system to continuously respond and adapt to its environment.
- 25) Foodservice equipment and space are included as inputs in the foodservice systems model.
- 26) Procurement, production, safety/sanitation/maintenance, and distribution/service are part of transformation in the foodservice systems model.
- 27) The menu is an input in the foodservice systems model.
- 28) 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.
- 29) The strategic management process includes analysis, implementation, and evaluation.
- 30) A foodservice operation using a differentiation strategy would sell their products at a lower price than competitors to differentiate themselves in the market place.
- 31) Hospital foodservice directors expect to do more multidepartment management in the future.
- 32) Foodservice managers who sign the Healthy Food in Healthcare Pledge are committing themselves to more sustainable purchasing practices.
- 33) One of the characteristics of an entrepreneur is an enjoyment of taking uncalculated risks.
- 34) Permeability of boundaries is a characteristic of an open system.
- 35) LEED certification is an occupational safety requirement for foodservice operations.

- 36). The American Society for Hospital Foodservice Administration and the national society for Healthcare Foodservice Management merged to become the Association of Healthcare Foodservice.
- 37). The Academy of Nutrition and Dietetics was formerly known as the American Dietetic Association.

SHORT ANSWER. Write the word or phrase that best completes each statement or answers the question.

- 38) School foodservice is categorized as part of the _____ segment of the industry.
- 39) The professional organization representing dietetics professionals with a mission of leading the future of dietetics is the _____.
- 40) The type of senior care that includes apartment-style accommodations where assistance with daily living is provided is termed _____.
- 41) _____ 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

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| 1) B | 22) FALSE |
| 2) A | 23) TRUE |
| 3) A | 24) FALSE |
| 4) A | 25) TRUE |
| 5) C | 26) TRUE |
| 6) B | 27) FALSE |
| 7) B | 28) FALSE |
| 8) A | 29) TRUE |
| 9) B | 30) FALSE |
| 10) A | 31) TRUE |
| 11) B | 32) TRUE |
| 12) B | 33) FALSE |
| 13) D | 34) TRUE |
| 14) C | 35) FALSE |
| 15) C | 36) TRUE |
| 16) D | 37) TRUE |
| 17) D | 38) on-site (or institutional) |
| 18) C | 39) Academy of Nutrition and Dietetics |
| 19) D | 40) assisted living |
| 20) B | 41) Sustainability |
| 21) B | |

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) Academy of Nutrition and Dietetics.
 - C) Occupational Safety and Health Association.
 - D) Equal Opportunity Employment Commission.
- 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
- 16) Which of the following is not part of the Academy of Nutrition and Dietetics' definition of a sustainable food system:
- A) ecologically sound
 - B) socially acceptable
 - C) economically viable
 - D) managerially innovative

TRUE/FALSE. Write 'T' if the statement is true and 'F' if the statement is false.

- 17) The key to a successful quality assurance program is continuous monitoring and evaluation.
- 18) Quality should be defined by the manager, not the customer.
- 19) Quality assurance is a procedure that ensures maintenance of standards.
- 20) Suppliers of food products are termed "external customers" of the foodservice operation.
- 21) An Ishikawa or fishbone diagram provides a way to illustrate factors that may influence or cause a given outcome.
- 22) ISO 9000 standards are U.S.-based standards for quality performance.
- 23) 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.
- 24) Common to most total quality management definitions is a focus on empowerment of employees.
- 25) The *Keys to Excellence* is a quality improvement program for hospital foodservice operations.

- 26) A FOCUS-PDCA is a way to coordinate process improvement projects.
- 27) A value stream map is commonly used in benchmarking one operation with another.
- 28) Greenwashing is a term used to recognize organizations for their improved sustainability efforts

SHORT ANSWER. Write the word or phrase that best completes each statement or answers the question.

- 29) The initials “TQM” stand for _____.
- 30) The Greek letter for a statistical unit of measurement used to define standard deviation is _____.
- 31) _____ 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) D
- 17) TRUE
- 18) FALSE
- 19) TRUE
- 20) FALSE
- 21) TRUE
- 22) FALSE
- 23) TRUE
- 24) TRUE
- 25) FALSE
- 26) TRUE
- 27) FALSE
- 28) FALSE
- 29) Total Quality Management
- 30) Sigma
- 31) Benchmarking