

# FOUNDATIONS

## OF RESTAURANT MANAGEMENT & CULINARY ARTS



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## Level 1 Learning Objectives

### Chapter 1: Welcome to the Industry

- 1.1 Identify the two segments of the restaurant and foodservice industry, and give examples of businesses in each of them.
- 1.2 Categorize the types of businesses that make up the hospitality, lodging, and tourism industries, and identify their foodservice opportunities.
- 1.3 Outline the growth of the hospitality industry throughout the history of the United States.

### Chapter 2: Career Opportunities

- 2.1 Identify the two major categories of jobs in the restaurant and foodservice industry.
- 2.2 Identify skills needed by foodservice professionals.
- 2.3 Identify career opportunities in the restaurant and foodservice industry.
- 2.4 List factors for maintaining health and wellness throughout a restaurant or foodservice career.

### Chapter 3: Professional Expectations

- 3.1 Define professionalism, and explain what it means to hospitality professionals.
- 3.2 Understand the importance of personal appearance and grooming standards to your employment.
- 3.3 Recognize the connections between your professional life and your personal life.
- 3.4 List the basic expectations that employers have for an employee in a foodservice setting.
- 3.5 Explain the concept of teamwork.
- 3.6 Describe ethics, and explain their importance to the restaurant and foodservice industry.
- 3.7 Identify the benefits of diversity to a workplace.
- 3.8 Explain how stereotypes and prejudices can negatively affect working together.
- 3.9 Identify how employees' roles and jobs impact an organization's mission and goals.
- 3.10 Outline the steps to resigning from a job.

## Chapter 4: Communication Skills

- 4.1 Describe the communication process.
- 4.2 Identify obstacles to effective communication, and explain how to prevent them.
- 4.3 Demonstrate effective listening skills.
- 4.4 Demonstrate effective speaking skills.
- 4.5 Demonstrate effective writing skills.
- 4.6 Describe interpersonal communication in the workplace.

## Chapter 5: Beginning Your Career

- 5.1 Outline a plan for an effective job search.
- 5.2 Read and complete a job application form.
- 5.3 List the steps to an effective job interview.
- 5.4 Identify the differences between closed- and open-ended questions in interviews.
- 5.5 Explain the follow-up steps for a job interview.
- 5.6 Define and give examples of an employee assessment test.
- 5.7 Outline the steps to choosing a college or trade school, and identify resources for answering those questions.
- 5.8 List ways to find and apply for scholarships.

## Chapter 6: Introduction to Food Safety

- 6.1 Define what a foodborne-illness outbreak is, and list the costs associated with one.
- 6.2 Recognize risks associated with high-risk populations.
- 6.3 Identify factors that affect the growth of pathogens (FAT TOM).
- 6.4 Identify characteristics of TCS food and list examples.
- 6.5 Identify ways food becomes unsafe.
- 6.6 Identify the most common allergens and methods for preventing allergic reactions.
- 6.7 Recognize the need for food defense systems.
- 6.8 Identify government agencies that regulate the restaurant and foodservice industry.

## Chapter 7: Hygiene and Cleanliness

- 7.1 List personal behaviors that can contaminate food.
- 7.2 List the steps to proper handwashing, and identify when hands should be washed.
- 7.3 Identify proper personal hygiene practices and appropriate work attire.
- 7.4 Identify ways to handle ready-to-eat food safely.
- 7.5 Identify when food handlers should be prevented from working around food or from working in the operation.
- 7.6 Explain how to maintain a clean and sanitary operation.
- 7.7 Outline procedures for cleaning and sanitizing tools and equipment.
- 7.8 Identify factors that affect the effectiveness of sanitizers.
- 7.9 List the elements of a master cleaning schedule.
- 7.10 Outline procedures for managing pests.

## Chapter 8: The Safe Flow of Food

- 8.1 Identify ways to prevent cross-contamination.
- 8.2 Identify ways to prevent time-temperature abuse.
- 8.3 List the steps for calibrating a bimetallic stemmed thermometer using the ice-point method.
- 8.4 Identify characteristics of an approved food source.
- 8.5 Identify criteria for accepting or rejecting food during receiving.
- 8.6 Outline procedures for storing food.
- 8.7 Outline procedures for preparing and cooking various TCS food.
- 8.8 Outline procedures for holding, cooling, and reheating TCS food.
- 8.9 Identify ways to handle food ready for service.
- 8.10 Outline procedures for preparing and serving food for off-site service.
- 8.11 Explain what a food safety management system is and why it's important.

## Chapter 9: Risk Management

- 9.1 State who is legally responsible for providing a safe environment and ensuring safe practices.
- 9.2 Define the role of Occupational Safety and Health Administration regulations.
- 9.3 State the Hazard Communication Standard requirements for employers.
- 9.4 List the requirements for storing hazardous chemicals in an operation.
- 9.5 Explain the importance of general safety audits and safety training.
- 9.6 List the steps in an accident investigation.
- 9.7 Explain the purpose of an emergency plan.
- 9.8 Define the terms harassment-free environment and mutually respectful workplace.
- 9.9 List guidelines for handling harassment claims.

## Chapter 10: Workplace Safety Procedures

- 10.1 Describe various types of protective clothing, footwear, and equipment used in a foodservice setting.
- 10.2 Identify hazards that contribute to accidental fires.
- 10.3 Classify various types of fires and fire extinguishers.
- 10.4 Outline the actions to take in the event of a fire in a foodservice setting.
- 10.5 Identify procedures for preventing burns.
- 10.6 Identify procedures for preventing slips, trips, and falls in a foodservice operation.
- 10.7 Outline the procedure for cleaning up spills on floors.
- 10.8 Demonstrate how to use ladders safely.
- 10.9 Demonstrate proper lifting and carrying procedures to avoid injury.
- 10.10 Outline basic first aid concepts and procedures.
- 10.11 Identify external threats to an operation, and list ways to protect against them.

## Chapter 11: Foodservice Equipment

- 11.1 Identify the equipment needed for receiving and storing food and supplies.
- 11.2 List the different types of food-preparation equipment, and give examples of their uses.
- 11.3 Demonstrate correct and safe use of food-preparation equipment (e.g., slicers, mixers, etc.).
- 11.4 Identify the kitchen equipment needed for holding and serving food and beverages.

## Chapter 12: Knives and Smallwares

- 12.1 Identify hand tools and small equipment.
- 12.2 List the different types of knives used in the foodservice kitchen, and give examples of their uses.
- 12.3 Demonstrate the correct holding and cutting motions for a chef's knife.
- 12.4 Demonstrate the classical knife cuts.

## Chapter 13: Kitchen Basics

- 13.1 List the major positions in a modern, professional kitchen.
- 13.2 Explain the importance of *mise en place*.
- 13.3 Explain the difference between seasoning and flavoring.
- 13.4 Describe and demonstrate basic preparation techniques.
- 13.5 Interpret information on a nutrition label.

## Chapter 14: Culinary Math

- 14.1 Perform basic math calculations using numbers or fractions.
- 14.2 Identify the components and functions of a standardized recipe.
- 14.3 Convert recipes to yield smaller and larger quantities based on operational needs.
- 14.4 Explain the difference between customary and metric measurement units, and convert units between the two systems.
- 14.5 Demonstrate measuring and portioning using the appropriate smallwares and utensils.
- 14.6 Given a problem, calculate as purchased (AP) and edible portion (EP) amounts.
- 14.7 Calculate the total cost and portion costs of a standardized recipe.

## Chapter 15: Salads

- 15.1 Explain the roles of salads on the menu.
- 15.2 Identify and describe the various ingredients used to make salads.
- 15.3 List the four parts of a salad, and explain the role of each.
- 15.4 Identify and prepare various types of salad.
- 15.5 Identify procedures for cleaning and storing salad greens.
- 15.6 Differentiate among various oils and vinegars.
- 15.7 Prepare vinaigrettes and other emulsions.
- 15.8 Describe and prepare various common dips.

## Chapter 16: Sandwiches and Pizza

- 16.1 Give examples of different types of sandwiches, including simple hot, open-faced, tea (or finger), grilled, deep-fried, and simple cold.
- 16.2 Explain the roles of the three components of a sandwich: bread, spread, and filling.
- 16.3 List the components of a sandwich station.
- 16.4 Prepare several types of sandwiches.
- 16.5 Give examples of different styles of pizza.
- 16.6 Prepare various types of pizza.

## Chapter 17: Stocks, Sauces, and Soups

- 17.1 Identify the four essential parts of stock and the proper ingredients for each.
- 17.2 List and explain the various types of stock and their ingredients.
- 17.3 Demonstrate three methods for preparing bones for stock.
- 17.4 Prepare the ingredients for and cook several kinds of stocks.
- 17.5 Explain how and why to remove fat from stock.
- 17.6 List the ways to cool stock properly.
- 17.7 Prepare the mother sauces, and describe other sauces made from them.
- 17.8 List the proper ingredients for sauces and explain how to create them.
- 17.9 Prepare various small sauces.
- 17.10 Identify ways to use sauces.
- 17.11 Identify the two basic kinds of soups, and give examples of each.
- 17.12 Prepare the basic ingredients for broth, consommé, purée, clear, and cream soups.

## Chapter 18: Cooking Methods

- 18.1 List and explain the three types of heat transfer.
- 18.2 Describe dry-heat cooking methods, and list the foods to which they are suited.
- 18.3 Describe moist-heat cooking methods, and list the foods to which they are suited.
- 18.4 Describe combination-heat cooking methods, and list the foods to which they are suited.
- 18.5 Describe sous vide and microwave cooking techniques.
- 18.6 Identify ways to determine if a food has reached the correct degree of doneness.

## Chapter 19: Introduction to Baking

- 19.1 Calculate ingredient weights using baker's percentages.
- 19.2 Convert baking recipes to a new yield.
- 19.3 Prepare various types of cookies.
- 19.4 Prepare various types of quick bread.

## Chapter 20: Principles of Great Service

- 20.1 Explain the importance of customer service to the restaurant and foodservice industry.
- 20.2 List the reasons for making a good first impression, and give examples of how to make one.
- 20.3 Describe special needs that some customers might have.
- 20.4 List ways to obtain feedback from guests and determine their satisfaction.
- 20.5 Explain how customer complaints should be resolved.



## Chapter 21: Front-of-House Basics

- 21.1 Describe service staff roles, and list the duties and responsibilities of each.
- 21.2 Identify various server tools and the correct way to stock a service station.
- 21.3 Outline the process for receiving and recording reservations and special requests.
- 21.4 Demonstrate taking orders at the table, beginning with the greeting.
- 21.5 Define suggestive selling, and give examples of how to do it.
- 21.6 Identify basic guidelines for serving alcohol to guests.
- 21.7 Describe the four traditional styles of service: American, French, English, and Russian.
- 21.8 Identify contemporary styles of service.
- 21.9 Demonstrate setting and clearing items properly.
- 21.10 Prepare various types of hot beverages.
- 21.11 Demonstrate service procedures for hot beverages.
- 21.12 Prepare various types of cold beverages.
- 21.13 Demonstrate service procedures for cold beverages.
- 21.14 List methods for processing payment.

## Chapter 22: Introduction to Management

- 22.1 List the major responsibilities of a manager.
- 22.2 Identify the behaviors of a leader.
- 22.3 Identify common expectations that employees have about managers.
- 22.4 List ways to promote diversity in the workplace.
- 22.5 List the steps for solving a problem, and explain how each step contributes to finding a solution.
- 22.6 Explain what a SMART goal is.
- 22.7 Explain the purpose of vision statements and mission statements, and contrast their differences.

## Level 2 Learning Objectives

### Chapter 1: Introduction to Marketing

- 1.1 Define the term marketing.
- 1.2 Describe the components of the traditional marketing mix.
- 1.3 Describe the contemporary marketing mix.
- 1.4 Describe the elements of a marketing plan.
- 1.5 Define target market, and explain why it is important to a business.
- 1.6 Identify the parts of a SWOT analysis.
- 1.7 Identify various elements of a promotion mix.
- 1.8 Recognize different types of sales promotions.
- 1.9 List the benefits of public relations.
- 1.10 Identify opportunities for public relations.

### Chapter 2: Menu Management

- 2.1 Explain the importance of the menu to a foodservice operation.
- 2.2 Describe à la carte, table d'hôte, California, limited, du jour, and cycle menus.
- 2.3 Organize the information on a menu.
- 2.4 Explain principles of menu layout and design.
- 2.5 Explain the purposes of a menu sales mix analysis.
- 2.6 Define profitability and target margin.
- 2.7 Classify menu items according to their popularity.
- 2.8 Compare the food cost percentage methods and the contribution margin method for menu pricing.

### Chapter 3: Eggs and Dairy Products

- 3.1 Describe dairy milk and milk alternatives and their fat content.
- 3.2 Identify the different forms of cream and their fat content.
- 3.3 Identify different forms of cultured dairy products and their fat content.
- 3.4 Differentiate between butter and butter substitutes, and recognize the characteristics of each.
- 3.5 Identify the varieties and characteristics of cheese, and give examples of each.
- 3.6 List the characteristics of eggs, and identify ways to keep them safe.
- 3.7 Prepare eggs using a variety of cooking methods.

## Chapter 4: Breakfast Cookery

- 4.1 Describe the types of breakfast service.
- 4.2 Prepare various pancakes, crêpes, waffles, and French toast.
- 4.3 Prepare various breakfast meats.
- 4.4 Prepare various breakfast starches.

## Chapter 5: Fruits

- 5.1 Identify and describe different types of fruit.
- 5.2 List factors that affect produce selection decisions.
- 5.3 identify procedures for storing fruit.
- 5.4 Prepare various types of fruit
- 5.5 Cook various types of fruit using appropriate methods.

## Chapter 6: Vegetables

- 6.1 Identify and describe different types of vegetables.
- 6.2 Identify procedures for storing vegetables.
- 6.3 Demonstrate the preparation of various types of vegetables.
- 6.4 Cook various types of vegetables using appropriate methods.
- 6.5 Identify ways to hot-hold vegetables for safety and quality.

## Chapter 7: Potatoes, Grains, and Pasta

- 7.1 Identify and describe different types of potatoes.
- 7.2 Identify procedures for storing potatoes.
- 7.3 Prepare potatoes using a variety of methods.
- 7.4 Identify and describe different types of grains and legumes.
- 7.5 Explain how to store grains and legumes.
- 7.6 Prepare various types of grains and legumes.
- 7.7 Identify and describe different types of pasta.
- 7.8 Prepare pasta using a variety of methods.
- 7.9 Prepare dumplings using a variety of methods.

## Chapter 8: Introduction to Cost Control

- 8.1 Identify the types of costs incurred by a foodservice business and give examples of each.
- 8.2 Explain the purpose of a budget.
- 8.3 Explain the purpose of a profit-and-loss report.
- 8.4 Explain the purpose of invoices in a foodservice business.
- 8.5 Identify tools to help control costs.

## Chapter 9: Food Costing

- 9.1 Define and calculate food cost and food cost percentage.
- 9.2 Develop a recipe cost card for a standardized recipe.
- 9.3 Calculate a recipe's yield and the number of portions it will produce.
- 9.4 Use a conversion factor to calculate a new yield for an existing recipe.
- 9.5 Explain the importance of portion control to food cost.
- 9.6 Explain the food cost percentage method for menu pricing.
- 9.7 List and describe purchasing, receiving, and storage procedures that help to preserve quality and control costs.
- 9.8 List ways to evaluate a finished product for quality.
- 9.9 Explain the importance of inventory value as it relates to cost control.

## Chapter 10: Labor Costing

- 10.1 Explain the importance of standard labor costs to a business's success.
- 10.2 List factors that affect labor costs.
- 10.3 Describe the relationship between sales volume and labor costs.
- 10.4 Explain the difference between a master schedule and a crew schedule.

## Chapter 11: Purchasing

- 11.1 Describe the purchasing function.
- 11.2 Describe the factors that contribute to the purchasing process.
- 11.3 List goods and services that might be purchased by a foodservice operation.
- 11.4 Explain quality standards and how they should be used.
- 11.5 Describe how to determine what and when to order.
- 11.6 Explain what happens after goods are purchased.
- 11.7 List the methods used to account for inventory.

## Chapter 12: Building Successful Teams

- 12.1 Explain what is included in a job description and why this document is important to a business.
- 12.2 Explain a manager's responsibility for maintaining labor law knowledge.
- 12.3 Identify methods for ensuring a fair and consistent hiring process.
- 12.4 Identify discriminatory language and practices in the hiring process.
- 12.5 Describe the typical phases of onboarding, and explain its importance to a business.
- 12.6 Explain what employees can expect during orientation.
- 12.7 Identify the benefits of training.
- 12.8 Identify the key points of effective employee training.
- 12.9 Summarize and discuss effective cross-training, group training, and on-the-job training.
- 12.10 Describe the importance of performance appraisals and ongoing feedback.

## Chapter 13: Sustainability

- 13.1 Identify the issues surrounding the global production of seafood, coffee, animals, and how sustainability and conservation are connected. Explain why each is important.
- 13.2 Describe the steps a restaurant or foodservice operation should take to purchase and then promote the use of sustainable food products.
- 13.3 Describe local sourcing.
- 13.4 List the different types of growing practices.
- 13.5 List the issues surrounding the global production of seafood, coffee, animals, and organic food.
- 13.6 Explain why water conservation is important and list the ways a restaurant or foodservice operation can improve its water usage efficiency.
- 13.7 Explain the differences between renewable and nonrenewable energy sources.
- 13.8 Describe why energy efficiency is important and in what ways a restaurant or foodservice operation can improve its energy usage efficiency.
- 13.9 Describe ways a restaurant or foodservice operation can build or make structural improvements to its facility in a sustainable way.
- 13.10 Describe how a restaurant or foodservice operation can reduce the total amount of its waste.
- 13.11 List items that a restaurant or foodservice operation can reuse or recycle.
- 13.12 Describe greenwashing and ways a restaurant or foodservice operation can avoid it.

## Chapter 14: Introduction to Nutrition

- 14.1 Describe why nutrition is important to the restaurant and foodservice industry.
- 14.2 List the six basic types of nutrients found in food.
- 14.3 Explain how phytochemicals and fiber function in the body.
- 14.4 Describe the role carbohydrates have in people's diets.
- 14.5 Describe the role of fats in people's diets.
- 14.6 Describe the role of proteins in people's diets.
- 14.7 Describe the role of vitamins and minerals in people's diets.
- 14.8 Describe the role of water in people's diets.
- 14.9 Explain what food additives are and how they function in food.
- 14.10 Explain the role of digestion in nutrition and health.

## Chapter 15: Building Healthful Menus

- 15.1 Describe a healthy diet and the reasons to follow one.
- 15.2 Use the Dietary Guidelines for Americans and Choose My Plate to plan meals.
- 15.3 Describe the three major vegetarian diets.
- 15.4 List and describe techniques for food preparation that preserve nutrients.
- 15.5 Suggest ways to make menus and recipes more healthful.
- 15.6 List and define recent developments in food production that may affect nutrition.

## Chapter 16: Meat

- 16.1 Outline the federal grading systems for meat.
- 16.2 Identify receiving and storage procedures for meat.
- 16.3 Apply basic techniques for cooking meat.
- 16.4 Match various cooking methods with different forms of meat.

## Chapter 17: Poultry

- 17.1 Outline the federal grading systems for poultry.
- 17.2 Describe various kinds of poultry.
- 17.3 Identify receiving and storage procedures for poultry.
- 17.4 Demonstrate the steps for fabricating poultry.
- 17.5 Apply basic techniques for cooking poultry.
- 17.6 Match various cooking methods with different forms of poultry.

## Chapter 18: Seafood

- 18.1 Outline the federal grading systems for seafood.
- 18.2 Describe the various kinds of seafood.
- 18.3 Identify procedures for receiving and storing seafood.
- 18.4 Demonstrate the steps for fabricating seafood.
- 18.5 Apply basic techniques for cooking seafood.
- 18.6 Match various cooking methods with different forms of seafood.

## Chapter 19: Yeast Breads

- 19.1 Describe the two basic types of yeast bread dough.
- 19.2 Describe the two basic methods used to make yeast breads.
- 19.3 List the 10 basic steps to making yeast bread.

## Chapter 20: Cakes and Pies

- 20.1 Prepare cake batter using a variety of methods.
- 20.2 Identify the functions of icings and determine which are best suited for different baked goods.
- 20.3 Prepare various icings.
- 20.4 Prepare various soufflés.
- 20.5 Prepare pie dough using the 3-2-1 method.
- 20.6 Explain what it means to bake blind.
- 20.7 Prepare laminated dough.
- 20.8 Prepare pate a choux and phyllo dough.



## Chapter 21: Desserts

- 21.1 Explain how chocolate is made, including chocolate liquor, cocoa butter, and cocoa powder.
- 21.2 Identify storing procedures for chocolate.
- 21.3 Execute the procedure for melting chocolate.
- 21.4 Prepare baked and stirred custards, and explain how the products are used in desserts.
- 21.5 Prepare various types of frozen desserts.
- 21.6 Prepare various poached fruits and tortes.
- 21.7 Describe various types of dessert sauces.

## Chapter 22: Plating and Garnishing

- 22.1 Explain why and how garnish is used.
- 22.2 Describe the guidelines for plating food that has finished cooking.
- 22.3 Explain how desserts should be plated and presented.
- 22.4 Explain how soups should be garnished.