

FOOD AND BEVERAGE MANAGEMENT 2nd Edition 2002

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1. Introduction

Modern day food and beverage (or foodservice) operations are continuing to improve in the quality of food, beverages and the service on offer. Professionalism is increasing, through better training and development, and there is a much greater understanding of customer needs with the quality of service now becoming a key-differentiating factor when customers are choosing between different establishments.

It is to provide support for these approaches that the *Food and Beverage Management* book was revised. Our view still remains that successful food and beverage operations are those that have a clear understanding of their customers' needs, which they continually seek to meet.

The content of the book is intended to be reflective of current industrial practice but this does not mean that it should be seen as a prescriptive book. It provides information and viewpoints on a variety of aspects of food and beverage management and considers various approaches which students and those working on food and beverage operations and management may find useful.

2. The aim of the book

The aim of this book is to provide supporting information for those involved or likely to be involved in a variety of levels of food and beverage management. This is an introductory text for students and practitioners, which also provides a framework on which to develop further knowledge and skill. The book therefore:

- has been developed to support learning either as part of a formal college or employer based programme or as part of a self-study programme. The objectives of each of the chapters have been written to reflect learning outcomes i.e. to identify what people using the book might be seeking to learn about or wanting to do within the workplace;
- covers the underpinning, knowledge and skill required by those wishing to be assessed up to level four. However, the book is also constructed to meet the broader study requirements of a range of other programmes including Higher National Diploma, HCIMA and foundation and undergraduate degree programmes, and
- deals with aspects of the management of food and beverage (or foodservice) operations, which are applicable to a wide variety of sectors. It has also been assumed that those using this text will have already acquired knowledge and skills in food and beverage operations.

One of the key changes that have been made is to set the consideration of the management of food and beverage operations within a broader business framework. Operations are not an end in themselves and food and beverage management is as much about the management of the business as it is about specific aspects of the food

and beverage product. Although this is reflected throughout the book, more consideration is given, for example, to the business environment, in Chapter 1, and to appraising the whole operation and strategic decision making in Chapter 7.

The other key changes are to support learning. Each chapter has an aim and the objectives for each of the chapters indicate the learning outcomes that may be achieved. These objectives can also be mapped against the learning outcome requirements of different in-college or in-company courses, as well as being mapped against the underpinning knowledge requirements of the level 3 and 4 NVQs (SVQs). To support this approach a complete listing of all the learning outcomes is given in Annex A of the book (it is also available as a PDF file on this site – see below).

3. The structure of the book

The book has been structured as a logical sequence of learning. The design of the book follows from a considering of the Catering Cycle (Cracknell et al 2000). The structure is summarised in the Figure 1.2, which is given on page 3 of the book, as:

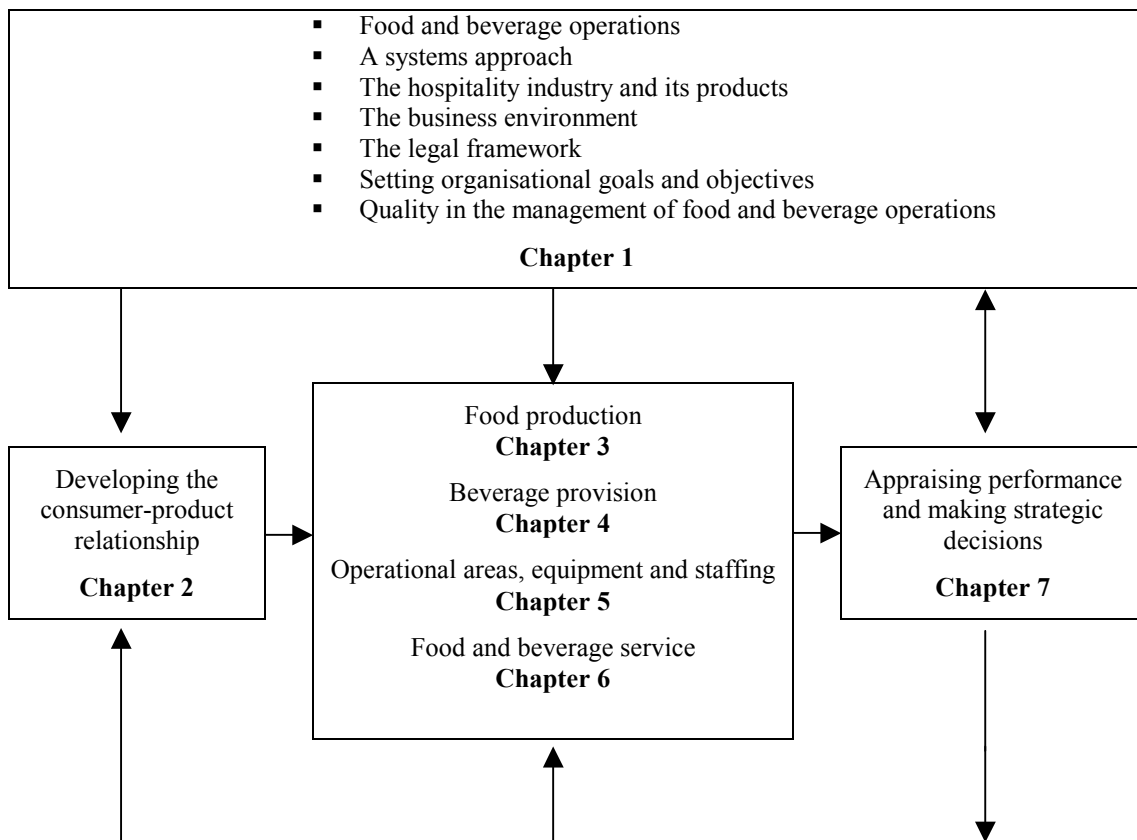


Figure 1.2 Re-presentation of the catering cycle for the structure of this book

This structure is also supported by the inclusion of five Appendices:

- Appendix A Learning outcomes**
lists the aims and objectives of each of the seven chapters
- Appendix B Operational calculations**
provides a detailed listing and explanation of operational and financial ratios
- Appendix C Product appraisal – audit factor listings**
gives a listing of audit factors used for product appraisal
- Appendix D Operational and financial ratios**
identifies and explains operational and financial ratios
- Appendix E Budget and trading results comparison and evaluation**
provides an example of budget and trading results and the analysis and evaluation of them

There is also a comprehensive index provided at the end of the book

4. Using the Book

The book can be approached in two main ways: either by working through the various chapters in the order they are presented, or by selecting what parts of the book are relevant to a particular learning programme or job. The Figure 1.2, as presented above, can be used to identify what parts of the book might be relevant at particular points. In addition, as an aid to tutors, student and practitioners, the aims and objectives of each of the chapters are listed in Annex A in the book and are available as a PDF file on this site (see below).

Whatever approach is adopted it is recommended that all of Chapter 1 should be covered first. In Chapter 1, the structure of the book is detailed, the systems approach is explained and food and beverage operations are set within a business framework from the start. This Chapter essentially lays the foundations for the rest of the text and also places the consideration of food and beverage (or foodservice) operations and management within context.

5. Support material available on this site

The materials available on this companion website are:

- **Learning outcomes** – PDF version of the aims and objectives of the book
- **Extended contents listing** – in PDF giving chapter, section and sub headings
- **References**, a listing of the references from the book as a PDF file
- **Addendum**, PDF file which identifies a few errors which have been found in the book
- **Selection of figures and tables** from the book in PowerPoint format

In addition other food and beverage teaching and learning resources are available on the website: <http://www.food-and-beverage-training.co.uk>

Note: To access and display any of the PDF files, the Adobe Acrobat Reader is required. It can be downloaded free of charge from the first page of the companion website. For the PowerPoint slides, there is also a download of the PowerPoint Viewer available.