



**FACULTY OF CULINARY ARTS**

**FINAL EXAMINATION**

Student ID (in Figures) : 

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Student ID (in Words) : \_\_\_\_\_  
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Course Code & Name : **CUL2004 KITCHEN OPERATIONS MANAGEMENT**  
Semester & Year : January – April 2020  
Lecturer/Examiner : W. Edie Azlie  
Duration : 3 Hours

**INSTRUCTIONS TO CANDIDATES**

1. This question paper consists of 2 parts:  
PART A : SIX (6) short answer questions. Answers are to be written in the (60marks) Answer booklet provided.  
PART B : TWO (2) Essay questions. Answers are to be written in the (40 marks) Answer Booklet provided.
2. Candidates are not allowed to bring any unauthorised materials except writing equipment into the Examination Hall. Electronic dictionaries are strictly prohibited.
3. This question paper must be submitted along with all used and/or unused rough papers and/or graph paper (if any). Candidates are NOT allowed to take any examination materials out of the examination hall.
4. Only ballpoint pens are allowed to be used in answering the questions, with the exception of multiple choice questions, where 2B pencils are to be used.

**WARNING:** The University Examination Board (UEB) of BERJAYA University College regards cheating as a most serious offence and will not hesitate to mete out the appropriate punitive actions according to the severity of the offence committed, and in accordance with the clauses stipulated in the Students’ Handbook, up to and including expulsion from BERJAYA University College.

**Total Number of pages = 5 (Including the cover page)**

**PART A : SHORT ANSWER QUESTIONS (60 MARKS)**

**INSTRUCTION(S) :** Answer **SIX (6)** short answer questions. Write your answers in the Answer Booklet(s) provided.

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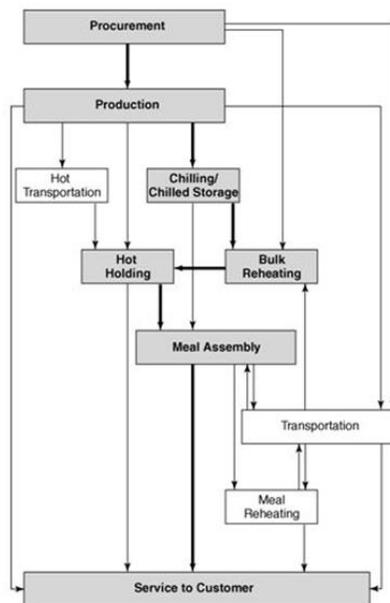
1. According to Harrison and Enz (2005), they stated characteristics of strategic thinking in line with foodservice management approach. However, strategic thinking drive major component in environmental threats to organizational competitive advantage including individuals, groups, or organizations.

a. Describe **FOUR (4)** characteristic and provide an example to support your answer. (4 Marks)

b. Based on Barney & Hesterly (2008), briefly explain the **THREE (3)** major components of environmental threats in competitive organizational.

(6 Marks)

2.



**FIGURE 1 : Food product flow in foodservice operation**

a. Based on **figure 1**, give an example of foodservice operation (2 Marks)

b. Based on your answer in question (a.), explain further the characteristic of the foodservice operation. (8 Marks)

3. Any kind of business, human resources is the most powerful sources. How to attract outstanding personnel, how to make full use of employees' abilities and potentials in order to help achieve the organizational objectives are the questions that every leader should take into consideration.
- a. Differentiate the job description and job specification. (4 Marks)
  - b. Explain the significance of staff training. (6 Marks)
4. Feinstein and Stefanelli (2008) defined the procurement as a systematic exchange between a seller & buyer to obtain goods and services, which include determining types of product needed, making purchases, and storing shipments. Hence, procurement is considered important profit generator.
- a. Briefly explain the person that's responsible involving in the food service system. (2 Marks)
  - b. Differentiate characteristic of procurement and purchasing in foodservice perspectives. (8 Marks)
5. Decision making, communication, and balance are the linking processes used to help coordinate the work in a foodservice operation towards its goals. Managers make a decision and analyzing decision process that encompass in the last choice and stage in order to achieve their objectives.
- a. In parallel with this statement, programmed and non-programmed are **TWO (2)** types of decisions making. Distinguish these types of decision making in your capacity as a manager. (4 Marks)
  - b. List the **SIX (6)** the decision making process. (6 Marks)
6. Decision making is the process of making choices by identifying a decision, gathering information, and assessing alternative resolutions. The starting point in the process to analyze the situation especially in foodservice industry.
- a. List the **THREE (3)** basic decision making process. (3 Marks)
  - b. Briefly explain the effective model for problem solving and decision making. (7 Marks)

**END OF PART A**

**PART B : ESSAY QUESTIONS (40 MARKS)**

**INSTRUCTION(S) :** Answer **ALL** questions. Write your answers in the Answer Booklet(s) provided.

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*“A guest satisfied with an accommodations and services, either day in or day out is the one who will come back and contribute to our success.”*

Jim Treadway, President, Westin Hotel Company

1. Probably the only way to do this in a foodservice establishment is through the concept of empowerment. In line with the above notion, people nowadays already have power through their knowledge and motivation.
  - a. Define **FIVES (5)** advantages of empowerment programs in the foodservice industry. (10 Marks)
  - b. Discuss the important of the empowerment relative to dealing with guest problems and complaints? (10 Marks)

2. ADAIR CATERING

Adair catering provides service at all levels from party-tray drop service to white-glove dinner service, within 100 miles radius of its facility. It is not unusual for the company to have as many as six different full-service events and multiple drop events in a single day. The variety of types of service and food and the distance too many of the locations create many challenges for the Adair Catering management. One of these challenges is having the staff needed to provide quality service of food. The volume of the business fluctuates greatly, so maintaining full-time staffs capable of handling all of the functions is not sound business practice. The company maintenance is a skeleton full-time staff and relies on-call staff for all other needs. Adair Catering maintains a list of sixty on call staff that includes everything from dishwashers and drivers to wait staff and cooks. Many of the on call staff and full time jobs elsewhere and moonlight with Adair for extra money.

Adair Catering has a number of a large, full-service functions scheduled plus an increased load of drop events this week. Many of the staff is unavailable because their full-time employers are also experiencing extremely high volume. The greatest challenge at the moment is finding dishwashing staff drivers. Today has been a very bad day among the full-time staff. Two dishwashers and one lead cook came to work drunk and had to be sent home. Mr. Adair has pots and pans stacking up drop that need to be made, and three full-service lunches that he needs to check on because he is

short on call leads and servers, and that is just this morning. The only bright spot in the morning has been the assurance from the dishwashers who did show up that he has friend who can both wash dishes and has a chauffeur's license, so he can drive the company trucks. Ray has worked for Mr.Adair for about six months and has been a very dependable worker. His recommendation of this new person carries a lot of weight.

Ray calls Joe, who arrives thirty minute later to meet with Mr.Adair. Joe is clean and neat in fact his shirt and pants are pressed and he assures Mr.Adair that he would really like a chance to work for him. Mr.Adair checks his driver's license, which is current chauffeur's license. When asked when he can start, Joe says "Immediately." Mr.Adair hires him and gives him the keys to the delivery turck along with instructions for the drops. The next day Mr. Adair tells Joe that he is very pleased with his work and he would like to take him on as a full-time employee as a combination driver/ scullery worker. Joe accepts, and he is added to the payroll. Joe's work is exemplary, and he is able to handle the deliveries without any problem. Two weeks later, Joe does not show up for work, and Mr.Adair asks Ray where Joe is. Rays says that Joe is in jail. Mr.Adair asks, why he is in jail, and Rays says for driving without a license and forgery. Mr. Adair says, "driving without license! But he had a chauffeur's license. I saw it." Ray says, "That's why they are charging him with forgery. Apparently the license was a fake."

*Source: The World of Culinary Supervision, Training and Management (4<sup>th</sup> Edition)*

- a. Based on this case study, justify the overall reason and challenge at Adair Catering. (5 Marks)
- b. Identify specifically how they can avoid repetition of the challenges at Adair Catering? (5 Marks)
- c. Suggest the specific steps could be taken to avoid the challenges at Adair Catering. (5 Marks)
- d. Imagine you as a new owner of Adair Catering, what is your future planning that can drive the objectives for Adair Catering to improve company reputation. (5 Marks)

**END OF EXAM PAPER**