



# Lessons in Foodservice Management

Instructor's  
Resource Manual



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*Lessons in Foodservice Management: Case Studies for Nutrition and Dietetics Practitioners*—Instructor’s Resource Manual

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# About the Author

**Michael Holik, EdD**, is an Associate Professor at West Chester University of Pennsylvania. He holds a doctorate in education instructional leadership from Lindenwood University, a master's degree in technology education from the University of Central Missouri, a bachelor's degree in hospitality restaurant administration from Missouri State University, and an associate's degree in hospitality restaurant management from Ozarks Technical Community College. Dr Holik has worked in higher education since 2005, first as a culinary and hospitality management instructor until 2017 and subsequently as faculty in the nutrition and dietetics department. He has 21 years of experience in the foodservice and hospitality industry, having worked in upper, middle, and front-line management and leadership, auditing, and training. To date, Dr Holik has published seven articles on teaching and learning pedagogy. He is currently working on a research agenda that includes virtual reality teaching and learning pedagogy for dietetics foodservice management courses as well as diversity, equity, and inclusion (DEI)-related aspects of health science programs. Dr Holik has presented his research locally, regionally, nationally, and internationally. During his 19 years in higher education, Dr Holik has earned an instructor of the year award, a Governor's Excellence in Teaching Award, mentoring and advising awards, and recognition for his engagement efforts with off-campus commuting students.

Dr Holik is an active member of Nutrition and Dietetic Educators and Preceptors (NDEP) and has served as the NDEP DEI Committee Chairperson since 2023. He is also an active member of the Academy of Nutrition and Dietetics where he serves as a member of the Academy's IDEA Committee.

When Dr Holik is not working or volunteering his time to serve on committees, he enjoys teaching group fitness classes as both a certified Versaclimber instructor and certified Lagree instructor, traveling, fostering a pug rescue, cooking, baking, home improvement projects, and spending time with his amazing husband, pug fur kids, and friends.

# Introduction

*Lessons in Foodservice Management: Case Studies for Nutrition and Dietetics Practitioners* gives students the opportunity to explore the concepts and theories of foodservice management through experiential application. The book includes management and leadership topics relevant to foodservice, clinical nutrition, and community nutrition. The following outcomes are intended with this book:

- Establish and/or re-establish the relationship between the concepts of foodservice management and their relevance to nutrition and dietetics careers including registered dietitian nutritionist (RDN), nutrition and dietetics technician, registered (NDTR), and certified dietary manager (CDM).
- Explain the value that leadership skills, management skills, and emotional intelligence lend to successful nutrition and dietetics careers.
- Align with full-length foodservice management textbooks and the Commission on Dietetic Registration exam study outline ([www.cdrnet.org/study](http://www.cdrnet.org/study)) to better prepare students for the foodservice management components of the registration examination.

## About the *Lessons in Foodservice Management* Textbook

*Lessons in Foodservice Management* was written to help students connect the concepts of foodservice management to the job duties of RDNs, NDTRs, and CDMs. The book is divided into three sections: Human Resource Management, Food Production, and Leadership, Management, Quality, and Standards. It is designed to supplement and complement traditional foodservice management textbooks.

- Each chapter will begin with a short theory section, guiding students through the terminology and conceptual framework of foodservice management.
- Throughout each chapter, the perspective of an RDN working in the field is woven in to demonstrate how theoretical concepts manifest in real-world scenarios, establishing the importance and value of foodservice management concepts to RDNs.
- Each chapter will conclude with a discussion of emotional intelligence, a solid understanding of which is vital to success in foodservice management.
- Each chapter includes a detailed case study that blends the principles introduced in the theory section into a rich narrative to further aid understanding of the concepts.
- Each chapter includes discussion questions or instructions for a project or assignment related to the topic.

Unique to this book is a chapter on Nutrition Education and the Community, which highlights the nutrition practitioner's role in community education projects such as a healthy teaching kitchen program or food pantry nutrition education program.

This book can also serve as a comprehensive source of assessments that align with the topics and concepts presented in commonly used foodservice textbooks. *Lessons in Foodservice Management* offers case studies, critical thinking questions, and comprehensive projects to provide experiential learning applications.

## Who Can Use *Lessons in Foodservice Management*?

*Lessons in Foodservice Management* is intended for students studying to become RDNs (undergraduate and graduate), NDTRs, or CDMs. Since most concepts related to management and leadership are universal, this book is applicable to other foodservice management careers outside of the field of nutrition and dietetics. For example, it can be used by students studying hotel, restaurant, or hospitality management; catering and events management; athletic facility concessions; or ancillary foodservice management. It can also be used by individuals looking to move into management in retail quick or full-service restaurants. It can serve as a tool for anyone looking to become a leader or manager in any segment of the foodservice industry.

## Instructor Resources and Uses

This resource manual includes downloadable and customizable options to help instructors more easily incorporate *Lessons in Foodservice Management* into an existing foodservice course or use in an entirely separate course. Resources include:

- Learning objectives for each chapter
- Case study questions and answers or projects with grading rubrics for each chapter
  - The detailed case study provided in each chapter is accompanied by discussion questions or a project specific to the chapter topic(s). These can be completed as part of an in-person or online course.
- PowerPoint slides for each chapter
  - Each slide set follows the sequence of content delivered in the chapter. Slides and accompanying notes may be edited and customized to fit course needs. Blank slide templates are provided for creating new slide content.
- Suggestions for how to implement *Lessons in Foodservice Management* across the curriculum, in different program types, and in a dedicated course.

## Implementing *Lessons in Foodservice Management* Across Different Types of Nutrition and Dietetics Programs

### *Supplemental to Traditional Foodservice Management Coursework in a Nutrition and Dietetics Didactic Curriculum*

Section 1 (Human Resource Management) and Section 3 (Leadership, Management, Quality, and Standards) align closely with a nutrition and dietetics course on foodservice management and leadership. Section 2 (Food Production) aligns closely with the curriculum of a general foodservice or food production course.

### *Community Nutrition Courses*

Chapter 10 (Nutrition Education and the Community) could align with any nutrition course that includes components of community education. Chapter 10 shows learners how to create community education programs, including those that might be found in a food pantry, running a healthy teaching kitchen, or creating programs designed to address food insecurity. The chapter provides insight on planning cooking demonstrations and writing a project lesson plan.

### *Foodservice Management Supervised Practice*

*Lessons in Foodservice Management* could be used as a supplemental text during foodservice supervised practice rotations. Case studies can be used as scenarios to jumpstart group discussions. Some chapter assignments could be used or modified to serve as comprehensive foodservice rotation projects. This book could also serve as a valuable teaching tool for foodservice preceptors looking for additional resources.



### ***Standalone Foodservice Management Course in a Nutrition and Dietetics Didactic Curriculum***

*Lessons in Foodservice Management* can be used as the primary textbook for an advanced foodservice management course. The book offers a “refresher” of the concepts learned in undergraduate foodservice or foodservice management courses and can assist students in deeper discussions of these topics at the graduate level. An example calendar, syllabus, and course evaluation are included.

### **Example Course Calendar**

<b>Week</b>	<b>Module</b>	<b>Assignment/Project</b>	<b>Due Date</b>
1	Module 1: Staff Recruitment and Retention	Case study critical thinking questions Marketing campaign and advertisement	
2	Module 2: The Hiring Process	Case study critical thinking questions Job description	
3	Module 3: Relationships in the Workplace	Case study critical thinking questions	
4	Module 4: Performance Appraisals	Case study critical thinking questions Colleague performance appraisal	
5	Module 5: Discipline and Employment Separation	Case study critical thinking questions	
6	Module 6: Labor Cost and Productivity	Case study critical thinking questions	
7	Break		
8	Module 7: Food Cost; Food Inventory, Purchasing, and Production Schedules	Case study critical thinking questions (Chapters 7 and 8) Cycle Menu	
9	Module 8: Food Safety and Sanitation	Case study critical thinking questions	
10	Module 9: Nutrition Education and the Community	Case study 1 project: The Community Food Pantry: Nutrition Education Program Lesson Plan Case study 2 project: The Healthy Teaching Kitchen—Create Your Own Program	
11	Module 10: Professionalism and Effective Communication	Case study project: The Working Agreement	
12	Module 11: The Consumer Experience	Case study project: Patient Quality and Satisfaction	
13	Module 12: Leadership Styles	Case study critical thinking questions	
14	Module 13: Management Styles; Management Skills and Functions	Case study critical thinking questions (Chapters 15 and 16)	
15	Module 14: Crisis Management	Case study critical thinking questions including creation of crisis management plan	



## Example Syllabus

### Course Description

A project-based advanced exploration of foodservice management as related to the roles of a registered dietitian nutritionist (RDN), nutrition and dietetics technician, registered (NDTR), and certified dietary manager (CDM) in foodservice, community, and clinical settings.

This course will cover topics relevant to the RDN, NDTR, and CDM including:

- Functions, theories, skills, traits, and styles of management
- Human resource management
- Foodservice financial management
- Total quality management
- Menu development
- Inventory management
- Flow of foodservice
- Staffing and full-time equivalent calculations
- Safety, sanitation, and facility design
- Community education
- Crisis management

### Textbook and required materials

- Holik M, Platt D. *Lessons in Foodservice Management: Case Studies for Nutrition and Dietetics Practitioners*. Academy of Nutrition and Dietetics; 2025.
- Laptop or electronic device, calculator

Student learning outcomes	Assessed by
<p><b>1.</b> Demonstrate knowledge of various management functions: planning, organizing, directing, controlling, and staffing</p>	<p>Case studies (all designed to address at least one of the management functions)</p> <p>Healthy Teaching Kitchen project</p> <p>The Community Food Pantry: Nutrition Education Program Lesson Plan</p>
<p><b>2.</b> Demonstrate knowledge of various management characteristics: skills, roles, and traits</p>	<p>Case study for Chapters 1, 2, 5, 15, 16</p> <p>Healthy Teaching Kitchen Project</p> <p>The Community Food Pantry: Nutrition Education Program Lesson Plan</p>
<p><b>3.</b> Develop and deliver knowledge of various components of human resource management: employment laws and regulations, employment standards, and employment process</p>	<p>Case study for Chapters 1, 2, 3, 4, 5, 11</p> <p>Colleague performance appraisal</p>
<p><b>4.</b> Demonstrate strategic application of principles of financial management: budgeting and monitoring</p>	<p>Case study for Chapters 6, 7, 8, 10</p>
<p><b>5.</b> Demonstrate knowledge of marketing and public relations: marketing analysis, pricing, public relations, and the 7 P's of marketing</p>	<p>Case study for Chapters 9, 10, 13, 17</p> <p>Marketing campaign and advertisement</p>
<p><b>6.</b> Develop and demonstrate knowledge of menu development: total quality management and regulatory compliance, menu development guidelines, modifications, satisfaction indicators, operational influences, and external influences</p>	<p>Case study for Chapters 1 through 10, 13</p> <p>Cycle menu</p> <p>Patient quality and satisfaction project</p>
<p><b>7.</b> Demonstrate knowledge of procurement, receiving, and inventory management</p>	<p>Case study for Chapters 7, 8, 9</p> <p>Cycle menu</p>
<p><b>8.</b> Demonstrate knowledge of food preparation, processing, control, production systems, and service</p>	<p>Case study for Chapters 7, 8, 9, 10</p> <p>Cycle menu</p>
<p><b>9.</b> Demonstrate knowledge of food safety and sanitation management principles</p>	<p>Case study for Chapters 9, 10</p>
<p><b>10.</b> Design and demonstrate knowledge of equipment and facility planning facility layout, equipment, sustainability, and crisis management</p>	<p>Case study for Chapters 10, 17</p> <p>Facility assessment and crisis management plan</p>

## Example Course Evaluation

Evaluation	Points	Student learning outcomes
Case study critical thinking questions (12 at 10 points each)	120	1-4 7-10
Job description	20	3
Community Food Pantry: Nutrition Education Program Lesson Plan	125	1, 2, 5
Colleague performance appraisal	25	3
Marketing campaign and advertisement	25	5
Cycle menu	80	6
The Healthy Teaching Kitchen program creation	100	7, 8
Patient quality and satisfaction research project	110	6
Facility assessment and crisis plan	25	10
Working agreement	50	3
<b>TOTAL POINTS</b>	<b>680</b>	

## Competencies and Performance Indicators

This resource manual may be used by instructors to develop competency-based plans for nutrition and dietetics courses related to foodservice management. This manual includes a variety of learning activities that may be used to conduct both formative evaluations (ie, those that promote and evaluate student learning) and summative evaluations (ie, those that evaluate student learning following completion of a chapter/section). These evaluations may be used to assess student achievement on required dietetics education competencies developed by the accrediting agency for dietetics programs, the Accreditation Council for Education in Nutrition and Dietetics (ACEND). ACEND competencies (2022) most closely related to foodservice management for graduate, undergraduate, and dietetic technician degree programs are listed in the Appendix. These include Future Education Model competencies and performance indicators as well as core knowledge and competencies of the RDN and NDTR. Learning activities that may be used to evaluate student achievement of knowledge and competence are provided.