



逢甲大學學生報告 ePaper

好的廚師可成為好的管理者

A Good Cook Can Be a Good Manager

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中文摘要

這份研究報告主要是探討烹飪與管理之間的關係。文中一開始便透過法國藍帶廚藝學校的例子來闡述管理在烹飪中的重要性，該校不但開設了許多管理課程，並規定學生必須修滿其中一些管理課程方能畢業。接著，報告內容便分析了幾個用來自我測試自己是否為好廚師的問題，從問題的選項，我們可推測一個人的管理形式大概是如何。報告中的第三部分則是介紹了基本的管理概念與技能，進而將它們與那些在烹飪中所會用到的管理與技能作比較。從此比較中，我們可發現管理與烹飪二者之間有許多的共同之處，也就是說這看似毫無關係的二者之間確實存在著關聯性。然而，即便這二者之間存在著許多關聯性，未來還需作更多的研究與探討，因為我們還是不能很確定地做出「管理能力與烹飪能力的關係是成正比的」或「一個很會做菜的人也很有可能會是個很會管理的人」這樣的結論。



關鍵字：烹飪技巧、管理技巧、廚師、管理者、烹飪與管理

Abstract

This paper sets out to find the connections between cooking and management. It first mentions the importance of management in cooking by showing that the famous culinary school Le Cordon Bleu, Paris sets several management courses as graduation requirements. This paper then analyzes the questions asking if a person is a good cook, and from the answer choices, a person's management style can be deduced. In the third part of this paper, it introduces basic management concepts and skills, which are compared with those used in cooking. Through the comparison, many similarities have been found between cooking and management, and that there are indeed links between these two fields that may seem totally unrelated. However, further researches still have to be conducted in this issue because despite the many connections discovered between cuisine and management, it still cannot be concluded with absoluteness that the relationship between cooking and management is directly proportional.

Keyword : cooking skills, management skills, cook, manager, cooking and management

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Introduction

It has been said that people who are good at cooking usually possess good management skills. Accordingly, it may be concluded that management skills can possibly be trained through cooking. However, there has not been enough evidence or research that can support this statement. As a result, this paper will probe into the relationship between management and cooking and further provide support of the statement that management skills could be acquired via cuisine if possible.

Relevant Background Information

Cooking a dish has a lot to do with managing a team or a company, because they both require similar knowledge and skills; for instance, one has to be able to plan, organize, lead and control in order to reach one's goal or cook the desired dish effectively and efficiently. These four steps (plan, organize, lead and control) are so called management functions and they further entail organization management, time management, and operation management skills. If management skills are not important for cooks, then culinary schools would not set management courses as graduation requirements. For instance, Le Cordon Bleu Culinary School has courses such as organization, safety and hygiene in the kitchen, professional knife handling and introduction to diverse cuts, precision and efficiency in the kitchen, and development of personal creativity ("Course information & application," n.d.) as their

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graduation requirements for the Cuisine Diploma.

What Is Management?

Management, generally speaking, is what managers do. To be more specific, it involves “coordinating and overseeing the work activities of others so that their activities are completed efficiently and effectively (Robbins & Coulter, 2009, p.22).” Efficiency and effectiveness are essential in management. The former refers to “getting the most output from the least amount of inputs,” and “doing things right (Robbins & Coulter, 2009, p.23).” In other words, it means doing things without wasting any or as many sources as possible. The latter refers to “doing the right things or completing activities so that organizational goals are attained (Robbins & Coulter, 2009, p.23).”

What Do Managers Do?

To describe what managers do, researchers have developed three approaches: functions, roles and skills (Robbins, & Coulter, 2009, p.23).

The Three Approaches and How They Are Applied in Cooking

I. Management Functions

A. In Business

According to the opening story mentioned in chapter one of the tenth edition of

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Management by Stephen P. Robbins and Mary Coulter, Allyson Koteski, the manager of the Toys R Us store in Essex, UK, encounters a problem of high employee turnover rate. Therefore, she has to try to make her employees stay on the jobs by motivating them and keeping them engaged. In order to do so, she needs to apply management functions which include the four steps: planning, organizing, motivating, and controlling. “Planning is to define goals, establish strategy and develop plans to coordinate activities (Robbins & Coulter, 2009, p.24).” In this case, the plan she has to make is to come up with ways that can help her reach the goal of preventing the employees from quitting their jobs. Second, she has to organize, meaning that she has to determine what needs to be done, how it will be done and who is to do it. Here she will have to carry out her plans that she comes up in the first step. She might try to hold some activities that will strengthen the bonds among staff members and the company. After this, the third step is to motivate, which refers to lead, and any other actions involved in dealing with people. This can involve hiring and training employees, and listening to their opinions, suggestions, and difficulties in their job duties. Finally, the fourth step is to control; that is, “monitoring activities to ensure that they are accomplished as planned (Robbins & Coulter, 2009, p.24).” For this step, Allyson will have to check if the employee turnover rate has lowered after a certain period that she has previously set in the first step. If the situation does not improve,

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she might have to go back to one or more of the first three steps to see if there is anything that needs to be modified so that her goals can be achieved as planned (Robbins & Coulter, 2009, p.24).

B. In Cooking

Apart from the business world, cooking is also a field where the four management functions can be applied. To illustrate, to make a PHILADELPHIA New York Cheesecake for a customer, a cook has first to plan. The goal is to make the cheesecake that would be satisfactory to the customer. However, in order to make it successfully, efficiently and effectively. He or she needs to develop strategies and plans such as having all the tools and ingredients ready, and preheating the oven before baking, etc. Then the second step is organizing, meaning determining what needs to be done, how it will be done and who is to do it if he or she has other cooks as helpers. According to the recipe from KraftFoods.com, one would need HONEY MAID Honey Grahams, sugar, butter or margarine, PHILADELPHIA Cream Cheese, flour, vanilla, BREAKSTONE'S or KNUDSEN Sour Cream, eggs, and cherry pie filling ("Philadelphia new york cheesecake," n.d.). The cook may assign tasks such as beating eggs and preparing cream cheese filling to his or her team members so that they can have the cake ready as fast as possible. After tasks are assigned, the third step is to motivate. It means to lead, and any other actions involved in dealing with people.

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To make the cook's team members work efficiently and effectively, he or she cannot ignore the importance of making sure that they have the will and excitement to do their job duties. As a result, motivating them would be of great significance. The cook may do things like listening to his or her team members' voices, helping them cope with any difficulties they might have when making dishes or alike, and giving them awards when necessary. The step following is called controlling, which refers to monitoring activities to ensure that they are accomplished as planned. To illustrate, for the cheesecake case, the cook has to keep an eye on the whole process to make sure that the quality and goal are met and achieved as originally set. If customers do not feel satisfied with the cake, the cook will also have to go back to one or more of the first three steps to see if there is anything that can be improved so that he or she can serve a better cheesecake to customers.

II. Management Roles

A. In Business

According to the studies of a well-known researcher, Henry Mintzberg, on actual managers at work, "what managers do can best be described by looking at the management roles they use at work (Robbins & Coulter, 2009, p.24)." This terminology "refers to the specific actions or behaviors expected of a manager (Robbins & Coulter, 2009, p.25)." There are three main roles based on Mintzberg's

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studies, which are interpersonal roles, information roles and decisional roles.

Interpersonal roles refer to the “managerial roles that involve people and other duties

that are ceremonial and symbolic in nature (Robbins & Coulter, 2009, p.25).” They

include figureheads, leaders, and liaisons. Information roles are the “managerial roles

that involve collecting, receiving, and disseminating information (Robbins & Coulter,

2009, p.25).” They include monitors, disseminators, and spokespersons. The last one

is decisional roles. They are “managerial roles that revolve around making choices

(Robbins & Coulter, 2009, p.25).” Examples are entrepreneurs, disturbance handlers,

resource allocators and negotiators. The chart below shows brief descriptions for each

title.

Interpersonal Roles	Information-Related Roles	Decision-Making Roles
Figurehead: Manager serves as official representative of the organization or unit.	Monitor: Manager receives and collects information.	Entrepreneur: Manager initiates change.
Relationship builder/ Liaison: Manager interacts with peers and with people outside the organization to gain information.	Communicator/ Disseminator: Manager distributes information within the organization.	Disturbance handler: Manager decides how conflicts between subordinates should be resolved and steps in when a subordinate suddenly leaves or an important customer is lost.

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Leader: Manager guides and motivates staff and acts as a positive influence in the workplace.	Spokesperson: Manager distributes information outside the organization.	Resource director/ Resource allocator: Manager decides how the organization will use its resources.
		Negotiator: Manager decides to negotiate major contracts with other organizations or individuals.

Source: Excerpted from Leslie W. Rue and Lloyd L. Byars, *Management: Skills and Application* (New York: McGraw-Hill Companies, Inc., 2003), p.7

B. In Cooking

In the culinary world, a cook has to play some of the management roles as mentioned above. Jamie Oliver, “sometimes known as The Naked Chef, is a British chef, restaurateur, and media personality (“Jamie Oliver,” 2011).” He is famous “for his food-focused television shows, cookbooks and more recently his campaign against the use of processed foods in national schools (“Jamie Oliver,” 2011).” His specialty is Italian cuisine even though he has international repertoire. What’s more, he works hard to improve unhealthy diets and poor cooking habits in the United Kingdom and the United States (“Jamie Oliver,” 2011). According to the job description of his current vacancies site (2011), in order to be qualified for the Head Chef position, it says,

It goes without saying that you'll need to be a great communicator and a role model for both kitchen and front of house staff. Food safety is as important to

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us as quality and speed and you'll already have a no-compromise attitude towards the meticulous management of food safety in your kitchen.

This will suit a head chef looking for a challenging, fulfilling role. You're a positive ambassador with the attitude and personality to succeed in this dynamic environment and as you thrive, so will your prospects within our young and ambitious company.

From this statement, it can be concluded that in order to be competent for this position, a chef has to also be a good manager. Hence, it can be proved that a good cook can be a good manager.

III. Management Skills

A. In Business

Based on the research in 1955 by Robert L. Katz, three skills are essential for managers: technical, human and conceptual. Technical skills are “the job-specific knowledge and techniques needed to proficiently perform work tasks (Robbins & Coulter, 2009, p.26).” Human skills involve “the ability to work well with other people both individually and in groups (Robbins & Coulter, 2009, p.27).” Conceptual skills are “the skills managers use to think and to conceptualize about abstract and complex situations (Robbins & Coulter, 2009, p.27).” Apart from these most mentioned ones, there are other important management skills as well. For instance,

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managers need to know how to delegate and communicate effectively, think critically, manage work load/time, identify clear roles for employees, and create an environment of openness, trust, and challenge.

B. In Cooking

In the culinary world, the management skills mentioned above can also be found. From the person description of Manager at Jamie's Ministry of Food—Stratford, first of all, the technical skills the Manager needs to possess are “a current, clean driving license and the willingness and ability to drive a vehicle as part of the Ministry's mobile operations (Montes),” “the ability to help make the Ministry a successful enterprise, with a particular focus on the generation of sales, revenues and profits (Montes),” “an interest in and understanding of information technology and media (particularly online activities) sufficient to allow the Ministry to reach its target customer and stakeholder base in innovative ways (Montes).” Second, the required human skills are “excellent interpersonal skills—the ability to engage and inspire customers, and the ability to work effectively with a wide range of institutions and stakeholders (Montes),” “the ability to work with a diverse range of communities and community organizations in Newham (Montes),” and “the ability to manage people, whether as employees or volunteers (Montes).” As to the third one, conceptual skills, the description says that the Manager should possess “a burning ambition to make a

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large, real difference to people's lives in East London – particularly in relation to health, employment and the strength of local families and communities (Montes),” and “a belief that ‘work should be more fun than fun’, and the ability to translate this belief into fun for co-workers and customers (Montes).” Thus, it is an inevitable fact that cooking and management are closely related.

IV. Operations Management

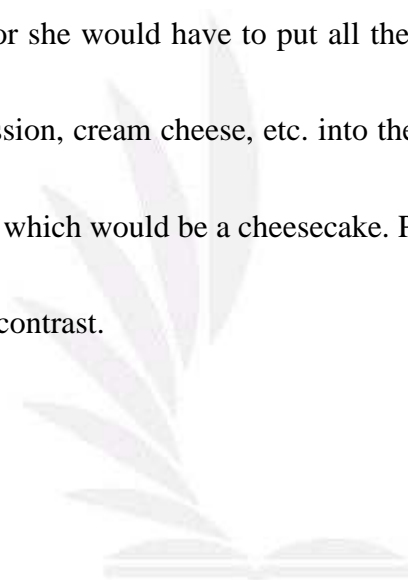
The importance of operations management can never be overlooked in cooking as it plays a crucial role in obtaining goals. Operations management is in fact involved in the planning and organizing steps of the management functions. Operations management “deals with the application of the basic concepts and principles of management to those segments of the organization that produce the organization's goods or services (Rue & Byars, 2003, p.119).” It mainly consists of two ideas. One is operations planning, which is “concerned with designing the systems of the organization that produce the goods or services and with the planning of the day-to-day operations within those systems (Rue & Byars, 2003, p.119).” The other is operating systems, which “consist of the processes and activities necessary to turn inputs into goods or services (Rue & Byars, 2003, p.120).” The former refers to making a manufacturing map or designing a process that will help the manufacturer produce products efficiently and effectively on a daily base. To illustrate, to assemble

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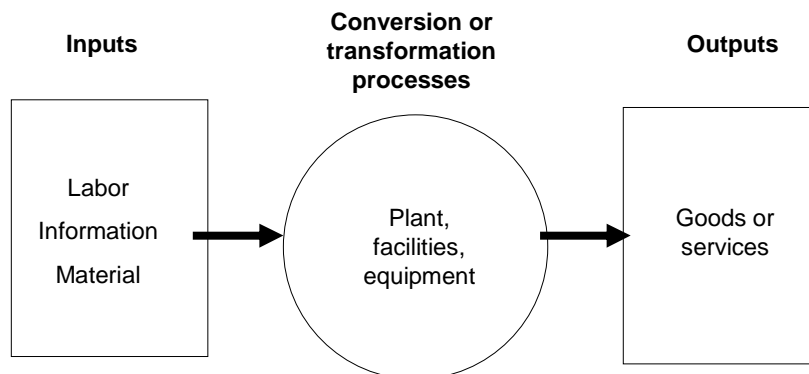
a car, the manufacturer must first design an assembling line and calculate the time needed for each auto part to be installed in the car. It is the operating system that all the necessary parts such as labor, the auto parts, and information, etc. will be put into so that a car can be assembled as planned. Similarly, these ideas are applied in cooking. Take making cheesecake again for illustration, a cook must first make a plan or design the cooking process; that is, he or she must have a cheesecake recipe. After knowing all the steps, he or she would have to put all the necessary ingredients such as his or her creativity, passion, cream cheese, etc. into the operating system and then come out with the outputs, which would be a cheesecake. Please see Graph 1 and 2 for clearer demonstration and contrast.

A. In Business

Graph 1



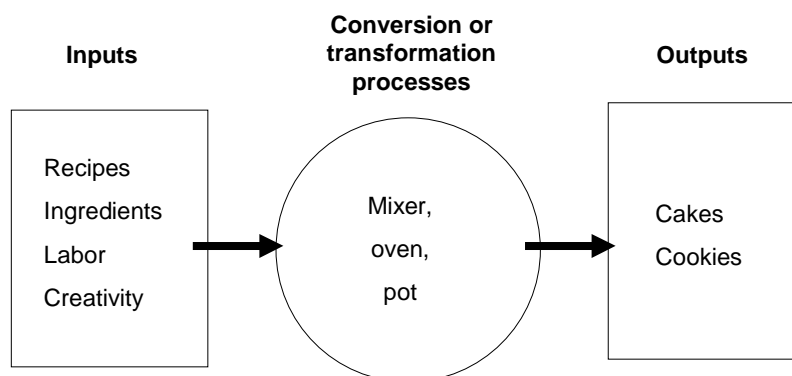
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Source: Adapted from Leslie W. Rue and Lloyd L. Byars, Management: Skills and Application (New York: McGraw-Hill Companies, Inc., 2003), p.120

B. In Cooking

Graph 2



Discussion

Aside from the management functions, skills, and roles that apply in both cooking and management worlds, there are quizzes online for people to evaluate whether they are good cooks or not. Some of these questions further show the inseparable connections between management and cooking. The questions are listed in Appendix A and analyzed below:

The first question asks what one's cupboard looks like. This type of question is related to personal organizational skills as it asks if one can organize one's cupboard well. Organizational skills "may be much better identified as plan as well as step-by-step sequence of routines in every single area of everyday living ("Organizational skills," 2011)." The cupboards' outlooks cannot only tell one's organizational ability but also infer one's lifestyle and likes. To illustrate, if one chooses the first answer choice, "Full of ramen and other packaged foods," it can be concluded that one may live a busy life or one does not like cooking very much because the foods in one's cupboard are all pre-made. If one opts for the second choice, "Pretty empty," we can come to a conclusion that one may also lead a busy life and that one usually eats out rather than cooks for oneself. However, these first two do not tell much about one's organizational skills but that one perhaps is lazy about organizing one's own stuff. If one chooses the third, which is "Functional: pasta,

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rice, beans, sauces, a few spices,” It can be said that one is an organized person because the cupboard is neat, and that one cooks quite often because rice and sauces go bad easily if not used for a while. If the fourth one, “Packed: you have a few varieties of each kind of staple, plus lots of ethnic and gourmet stuff,” is chosen, it can be said that one likes foreign foods and can be a connoisseur, but one may not be good at organizing one’s stuff because if one is, then the cupboard would not be packed. Lastly, if one selects the fifth, “Overflowing with unusual items and spices, but sometimes you're lacking in basics,” we may come to the conclusion that one lacks good organizational skills because one often does not think and plan carefully when shopping for grocery, which leads to the mess in the cupboard. To illustrate, this kind of person would decide to make a dish without considering prudently the amount of a certain ingredient that is needed. For example, if he or she is planning to make four portions of omelet-wrapping fried rice, he or she will not check carefully how many eggs are needed for these dishes. Before shopping for the necessary ingredients, he or she would just simply estimate the number of eggs to buy based on his or her intuition instead of appropriate calculation. If only eight eggs are needed for these four portions of omelet-wrapping fried rice, because of his or her being inadvertent in shopping for the ingredients, he or she might overestimate the amount of eggs needed and thus buys a dozen of eggs, which will lead to the excess amount of eggs in the fridge and

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further bring about to insufficient storage space. Through looking at what kind of person chooses which answer, we will be able to see whether a person's organizational skills are good or not. "Organizational skills are important for people's day after day lifestyle because they will assist in planning correctly the actual projects which must be completed ("Organizational skills," 2011)." Thus, we may conclude that those who select the third answer choice are more likely to be good managers.

Continued with the omelet-wrapping fried rice example mentioned for the fifth answer choice "Overflowing with unusual items and spices, but sometimes you're lacking in basics," it can be observed again that the very simple shopping process in life is actually related to production management in the business world. Checking what ingredients are lacking and what are in stock and then deciding what to purchase is called MRP (Material Requirements Planning). MRP is a practical technique which is used to calculate accurately each dependent demand¹, propose ordering suggestions, and modify the suggestions, if needed, based on MPS² (Master Production Schedule), BOM³ (Bill of Material), inventory⁴, and scheduled receipts of open orders⁵, etc. (陳文哲、楊銘賢、余溪水、葉宏謨，2007). Through MRP, three objectives can be simultaneously met. First, one may "ensure that materials are available for production and that products are available for delivery to customers ("Material requirements planning," 2011)." Second, one may "maintain the lowest level of inventory

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("Material requirements planning," 2011)." Third, one can "plan manufacturing activities, delivery schedules and purchasing activities ("Material requirements planning," 2011)." From these it can be observed that cooking does have something to do with management.

Apart from organizational skills, the second question asks what one's overall philosophy with cooking is, which is in regard of personality and belief. Management philosophy is defined as a "set of beliefs as used by an individual in a management position to guide the decision making process ("management philosophy," n.d.)." In order to illustrate what management philosophy is more clearly, what the Chairman and President of the world largest hotel chains, Marriott Corporation, J. W. Marriott Jr., wrote in his article "The Marriott Management Philosophy" provides specific examples. He mentioned in the article that their management philosophy is "the foundation on which the company was built and the superstructure on which their future growth depends, includes concern for all employees, hands-on management and an unrelenting commitment to meeting customer needs through excellence in quality, service and hospitality (Marriott, 1964)." There exist management philosophies and in the culinary world, there also exist cooking philosophies.

The five answer choices represent different cooking philosophies. People who choose the first "Cooking good meals is very rewarding, and much better than eating

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out” as their cooking philosophy do not consider cooking troublesome as those who opt for the last answer “Don’t do it” and the second “Make it as easy as possible.”

From this we may conclude that it is the joy found in cooking that keeps these people continuing to cook. Similarly, in work place, these people could be very patient when encountering complicated situations and would be confident in every step and decision they take and make just as they enjoy cooking and believe that their own dishes have much more or something different or special to offer than those provided by restaurants. These characteristics are all essential for being a good manager. As a result, there are greater possibilities that these people have the potential to be successful managers in work place. As to those selecting the third one “Practice makes perfect” as their cooking philosophy, they resemble those who choose the first answer. Moreover, they could be more patient, resilient, perseverant and courageous when facing challenges. These traits are also crucial for being a manager. About the people clicking the fourth one, “Never make the same thing twice,” they could be very creative and fond of challenges, but not patient if asked to keep doing the same thing over and over again. This kind of people may do well in marketing or advertising department of a company, but whether they can be good managers or not is unknown.

The third question asks how efficient or effective a person’s cooking can be.

According to the BusinessDictionary.com, efficiency is defined as “the comparison

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between what is actually produced or performed and what can be achieved with the same consumption of resources (money, time, labor, etc.). It is an important factor in determination of productivity ("efficiency," n.d.). Effectiveness means "the degree to which objectives are achieved and the extent to which targeted problems are solved ("effectiveness," n.d.) People who choose the first answer "the microwave" can be classified into two possible groups: (1) People who do not like cooking and (2) People who live busy lives. These two types of people are both efficient and effective because they want to have food ready as soon as possible and microwaves would do the job. As to those who click the second "Your telephone," we may conclude that they probably do not cook at all or just do little cooking because they often talk on the phone while cooking and this would slow things down. Thus, they might not be very efficient and effective. People who opt for the third "the oven" could be the type of people that are both efficient and effective. In addition, they are perhaps patient, because baking usually takes longer than microwaving. Furthermore, based on the definition of organization, which is "something made up of elements with varied functions that contribute to the whole and to collective functions ("organizational," n.d.)," we may also conclude that this kind of people probably possess good organizational skills because if a person wants to bake something, excluding frozen and packaged foods which can also be heated by ovens, he or she usually has to start

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from preparing ingredients that have various functions, put them together as a whole, and finally send it to the oven. Making pastry is a good example for this. As a result, the process of putting every necessary ingredient together as a complete whole requires decent organizational skills. About those who select the fourth one “Your wok, your mixer, your oven, your ice cream maker, your grille,” they are similar to the type of people choosing “the oven,” but could be more efficient than they are as they utilize different kinds of appliances to help them speed up their cooking. People who pick the last one “You can't pick just one... you're addicted to appliances. You even buy lots you don't use!” could be both efficient and effective only if they pick the right and needed appliances; otherwise, they will be wasting time deciding what to use, which will lower their efficiency.



Conclusion

Between cooking and management, many similarities indeed exist. The most common management concepts such as the four management functions, management roles and skills, and operations management can all be seen being applied in cooking. Despite all these connections found between the two, it still cannot be proved that management skills can be trained via cuisine. It may only be concluded that people who are good at cooking can be potentially good managers. As a result, more researches could be done in this issue through conducting a questionnaire asking

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whether those successful managers are good cooks or not and vice versa.



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Footnotes

¹ Demand for item (called lower level or child item) that does not occur until there is a demand for another item (called higher level or parent item). Also, where demand for the higher level or parent item can be satisfied only if the lower level or child items are available (“dependent demand,” n.d.).

² Translating a business plan into a comprehensive product manufacturing schedule that covers what is to be assembled or made, when, with what materials acquired when, and the cash required. MPS is a key component of material requirements planning (MRP) (“mass production scheduling,” n.d.)

³ A list of materials required by a contractor to complete a contract, or by a supplier or vendor to complete an order (“bill of material,” n.d.).

⁴ The value of materials and goods held by an organization (1) to support production (raw materials, subassemblies, work in process), (2) for support activities (repair, maintenance, consumables), or (3) for sale or customer service (merchandise, finished goods, spare parts) (“inventory,” n.d.).

⁵ Items due to be received in a particular time period. (An open order that has an assigned due date) (“SOSE! ERP Dictionary,” n.d.).

Appendix A

1. What does your cupboard look like?

- Full of ramen and other packaged foods
- Pretty empty
- Functional: pasta, rice, beans, sauces, a few spices
- Packed: you have a few varieties of each kind of staple, plus lots of ethnic and gourmet stuff
- Overflowing with unusual items and spices, but sometimes you're lacking in basics

2. What's your overall philosophy with cooking?

- Cooking good meals is very rewarding, and much better than eating out
- Make it as easy as possible
- Practice makes perfect
- Never make the same thing twice
- Don't do it

3. What kitchen appliances do you use the most?

- The microwave
- Your telephone
- The oven
- Your wok, your mixer, you oven, your ice cream maker, your grille
- You can't pick just one... you're addicted to appliances. You even buy lots you

A GOOD COOK CAN BE A GOOD MANAGER

don't use!

