

Quick Serve Restaurant Management Individual Series Event

Performance Indicators

Performance Indicators 2007-2008 DECA Competitive Events

Performance Indicators for this competitive event are used to define the parameters of the written exam, role-plays, case studies and other activities that are part of the overall competition.

This list was compiled by MarkED and represents its preliminary efforts to support all DECA competitive events within the overall framework of the National Marketing Education Standards. Individual indicators are based on a review of prior MarkED research and on extensive review of available online and print literature—both from industry and education. Over the next year, MarkED will refine the list, edit, and evaluate individual indicators and validate the entire list with the national business community.

For additional information on these Performance Indicators, the National Curriculum Framework, or the National Marketing Education Standards, please visit the MarkED web site at www.Mark-ED.org. Questions may be e-mailed to betho@mark-ed.com.

Instructional Area**BUSINESS LAW****Performance Element**

Acquire foundational knowledge of business laws and regulations to understand their nature and scope.

Performance Indicators

Describe legal issues affecting businesses
Describe the nature of legally binding contracts

Performance Element

Adhere to commerce laws and regulations to establish and continue business operations.

Performance Indicators

Explain types of business ownership
Explain the nature of trade regulations
Explain the nature of environmental regulations

Performance Element

Understand human-resource laws and regulations to facilitate business operations.

Performance Indicators

Explain the nature of personnel regulations
Explain the nature of workplace regulations (including OSHA, ADA)

Performance Element

Additional specialized performance indicators

Performance Indicators

Explain the impact of the ADA on providing guest services
Explain the nature of restaurant health and sanitation laws
Ensure restaurant is in compliance with health codes

Instructional Area**COMMUNICATION SKILLS****Performance Element**

Read to acquire meaning from written material and to apply the information to a task.

Performance Indicators

Analyze company resources to ascertain policies and procedures

Performance Element

Apply verbal skills to obtain and convey information.

Performance Indicators

Defend ideas objectively
Handle telephone calls in a businesslike manner
Participate in group discussions
Make oral presentations

Performance Element**Write effectively to convey information.****Performance Indicators**

Explain the nature of effective written communications
 Write business letters
 Write informational messages
 Write inquiries
 Write persuasive messages
 Prepare simple written reports
 Prepare complex written reports
 Write proposals

Performance Element**Communicate with staff to clarify workplace objectives.****Performance Indicators**

Explain the nature of staff communication
 Participate in a staff meeting
 Provide directions for completing job tasks
 Conduct a staff meeting

Performance Element**Additional specialized performance indicators****Performance Indicators**

Respond to guest inquiries
 Give directions to other locations
 Coordinate busers

Instructional Area**ECONOMICS****Performance Element****Acquire an understanding of fundamental economic concepts to obtain a foundation for employment in business.****Performance Indicators**

Distinguish between economic goods and services
 Explain the concept of economic resources
 Describe the concepts of economic scarcity and economic activities
 Determine economic utilities created by business activities
 Explain the principles of supply and demand
 Describe the concept of price

Performance Element**Recognize the nature of business to understand its contributions to society.****Performance Indicators**

Explain the role of business in society
 Describe types of business activities

Performance Element

Differentiate among economic systems to understand the environments in which businesses function.

Performance Indicators

Explain the types of economic systems
 Determine the relationship between government and business
 Describe the nature of taxes
 Explain the concept of private enterprise
 Identify factors affecting a business's profit
 Determine factors affecting business risk
 Explain the concept of competition
 Describe businesses' market structures

Performance Element

Analyze cost/profit relationships to guide business decision-making.

Performance Indicators

Explain the concept of productivity
 Analyze the effects of government expenditures and tax policies on productivity
 Analyze impact of specialization/division of labor on productivity
 Explain the concept of organized labor and business
 Explain the impact of the law of diminishing returns
 Describe the concept of economies of scale
 Describe the nature of cost/benefit analysis
 Determine relationships among total revenue, marginal revenue, output, and profit

Performance Element

Identify economic indicators to measure economic trends and conditions.

Performance Indicators

Explain measures used to analyze economic conditions
 Describe the concept of price stability as an economic measure
 Discuss the measure of consumer spending as an economic indicator
 Discuss the impact of a nation's unemployment rates
 Describe the economic impact of inflation on business.
 Explain the economic impact of interest-rate fluctuations.
 Determine the impact of business cycles on business activities

Performance Element

Determine international trade's impact on business decision-making.

Performance Indicators

Explain the nature of international trade
 Discuss the impact of cultural and social environments on world trade

Instructional Area**EMOTIONAL INTELLIGENCE****Performance Element**

Exhibit techniques to manage emotional reactions to people and situations.

Performance Indicators

Lead change
 Explain the nature of stress management

Performance Element	Understand others' feelings, needs, and concerns to enhance interpersonal relations.
Performance Indicators	<ul style="list-style-type: none"> Explain the nature of positive customer/client relations Demonstrate a customer-service mindset Develop cultural sensitivity Explain the impact of political relationships within an organization Explain management's role in customer relations
Performance Element	Manage internal and external business relationships to foster positive interactions.
Performance Indicators	<ul style="list-style-type: none"> Foster positive working relationships Explain the concept of leadership Participate as a team member Use consensus-building skills Persuade others Explain ethical considerations in providing information Reinforce service orientation through communication Respond to customer inquiries Use conflict-resolution skills Handle difficult customers Interpret business policies to customers/clients Handle customer/client complaints Encourage team building Recognize/Reward others for their efforts and contributions Coach others
Performance Element	Additional specialized performance indicators
Performance Indicators	Assess customer's special needs (e.g., children, disabilities, etc.)
Instructional Area	FINANCIAL ANALYSIS
Performance Element	Acquire an understanding of the fundamental principles of money needed to make financial exchanges.
Performance Indicators	<ul style="list-style-type: none"> Explain the nature and scope of financing Explain the time value of money Explain the purposes and importance of credit Explain legal responsibilities associated with financial exchanges
Performance Element	Analyze financial needs and goals to determine financial requirements.
Performance Indicators	<ul style="list-style-type: none"> Explain the nature of financial needs (e.g., college, retirement, wills, insurance, etc.) Set financial goals Develop personal budget Determine profitability of business services

Performance Element**Manage personal finances to achieve financial goals.****Performance Indicators**

Maintain financial records
 Read and reconcile bank statements
 Demonstrate the wise use of credit
 Validate credit history
 Protect against identity theft
 Prepare personal income tax forms

Performance Element**Acquire foundational knowledge of financial-services providers to understand their role in financial-goal achievement.****Performance Indicators**

Describe types of financial-services providers
 Discuss considerations in selecting a financial-services provider

Performance Element**Understand the need for investing to ensure financial well being.****Performance Indicators**

Explain types of investments
 Establish investment goals and objectives

Performance Element**Understand potential business threats and opportunities to protect a business's financial well being.****Performance Indicators**

Describe the concept of insurance

Performance Element**Understand accounting's role and function in business to track money flow and to determine financial status.****Performance Indicators**

Explain the concept of accounting
 Explain the need for accounting standards (GAAP)
 Prepare invoices
 Maintain petty cash records
 Maintain daily financial transactions
 Record and report sales tax
 Describe the nature of cash flow statements
 Prepare cash flow statements
 Explain the nature of balance sheets
 Describe the nature of profit-and-loss statements

Performance Element**Understand payroll requirements to facilitate the payroll process.****Performance Indicators**

Explain issues associated with the payroll process

Performance Element**Manage financial resources to ensure solvency.****Performance Indicators**

Forecast sales
 Calculate financial ratios
 Describe the nature of budgets
 Explain the nature of operating budgets
 Develop company's/department's budget
 Analyze cash-flow patterns
 Conduct break-even analysis
 Interpret financial statements

Performance Element**Additional specialized performance indicators****Performance Indicators**

Complete bank deposits/records
 Determine profitability of menu items
 Analyze restaurant sales (average check, seat turnover, sales per square foot)
 Develop food cost-control plans

Instructional Area**HUMAN RESOURCE MANAGEMENT****Performance Element****Employ skills needed to organize and facilitate work efforts.****Performance Indicators**

Describe ethics in personnel issues
 Explain the nature of wage and benefit programs

Performance Element**Utilize techniques to staff an organization or a department within an organization.****Performance Indicators**

Determine hiring needs
 Screen job applications/resumes
 Interview job applicants
 Select and hire new employees
 Conduct exit interviews
 Dismiss/fire employees
 Maintain personnel records

Performance Element**Lead staff growth and development to increase productivity and employee satisfaction.****Performance Indicators**

Orient new employees
 Orient new employees (management's role)
 Explain the role of training and human resource development
 Explain the nature of management/supervisory training
 Coach employees
 Recognize/reward employees
 Handle employee complaints and grievances
 Ensure equitable opportunities for employees
 Assess employee performance
 Explain the nature of remedial action

Instructional Area**INFORMATION MANAGEMENT****Performance Element**

Maintain business records to facilitate business operations.

Performance Indicators

Describe the nature of business records
Maintain customer records

Performance Element

Utilize information-technology tools to manage and perform work responsibilities.

Performance Indicators

Demonstrate collaborative/groupware applications

Performance Element

Acquire information to guide business decision-making.

Performance Indicators

Describe current business trends
Monitor internal records for business information
Conduct an environmental scan to obtain business information

Performance Element

Additional specialized performance indicators

Performance Indicators

Explain ways that technology impacts the food and beverage industry
Describe current issues and trends in the food and beverage industry

Instructional Area**MARKETING****Performance Element**

Acquire an understanding of marketing's role and function in business to facilitate economic exchanges with customers.

Performance Indicators

Explain marketing and its importance in a global economy
Describe marketing functions and related activities

Instructional Area**OPERATIONS****Performance Element**

Evaluate safety issues needed to protect employees.

Performance Indicators

Follow safety precautions
Maintain a safe work environment
Explain procedures for handling accidents
Handle and report emergency situations

Performance Element	Analyze security issues to protect employees and to minimize loss.
Performance Indicators	Explain routine security precautions
Performance Element	Analyze purchasing activities implemented to obtain business supplies and equipment.
Performance Indicators	Explain the nature and scope of purchasing Place orders/reorders
Performance Element	Acquire an understanding of production's role and function in business to recognize its need in an organization.
Performance Indicators	Explain the concept of production Describe production activities
Performance Element	Utilize business systems to expedite workflow and enhance a business's image.
Performance Indicators	Describe crucial elements of a quality culture Describe the role of management in the achievement of quality Analyze business systems and procedures
Performance Element	Implement organizational skills to improve efficiency and workflow.
Performance Indicators	Use time-management principles Develop project plan Manage projects Schedule employees
Performance Element	Implement expense-control strategies to enhance a business's financial well being.
Performance Indicators	Explain the nature of overhead/operating costs Explain employee's role in expense control Control use of supplies Negotiate service and maintenance contracts Develop expense-control plans Use budgets to control operations
Performance Element	Perform activities to facilitate ongoing business operations.
Performance Indicators	Maintain inventory of supplies Identify resources needed for project Identify routine activities for maintaining business facilities and equipment

Performance Element**Additional specialized performance indicators****Performance Indicators**

Explain procedures for reducing bad check losses
 Explain procedures for handling robbery situations
 Open/Close business facility
 Develop procedures for safeguarding cash
 Clean service and work areas
 Monitor and maintain food-holding temperatures
 Demonstrate kitchen safety procedures
 Develop safety policies/procedures to prevent sanitation problems
 Establish pest control program
 Set up waste disposal plan
 Develop food cost-control plans
 Demonstrate the Heimlich maneuver
 Protect against blood borne pathogens
 Place orders for items on menu
 Identify routine activities for maintaining business facilities and equipment

Instructional Area**PROFESSIONAL DEVELOPMENT****Performance Element**

Acquire self-development skills to enhance relationships and improve efficiency in the work environment.

Performance Indicators

Determine vision
 Set personal goals
 Make decisions
 Demonstrate negotiation skills
 Demonstrate appropriate creativity

Performance Element

Participate in career-planning to enhance job-success potential.

Performance Indicators

Identify sources of career information
 Identify tentative occupational interest
 Explain employment opportunities in business

Performance Element

Implement job-seeking skills to obtain employment.

Performance Indicators

Write a follow-up letter after job interviews
 Write a letter of application
 Prepare a resume

Performance Element

Utilize career-advancement activities to enhance professional development.

Performance Indicators

Identify skills needed to enhance career progression
 Utilize resources that can contribute to professional development (e.g., trade journals/periodicals, professional/trade associations, classes/seminars, trade shows, and mentors)
 Use networking techniques for professional growth

Performance Element	Additional specialized performance indicators
Performance Indicators	<p>Explain employment opportunities in the food and beverage industry</p> <p>Describe the nature of the food and beverage industry</p> <p>Explain responsibilities of food-service employees</p>
Instructional Area	STRATEGIC MANAGEMENT
Performance Element	Recognize management's role to understand its contribution to business success.
Performance Indicators	<p>Explain the concept of management</p> <p>Explain the nature of managerial ethics</p> <p>Explain the nature of organizational culture</p>
Performance Element	Control an organization's/department's activities to encourage growth and development.
Performance Indicators	<p>Describe the nature of managerial control (control process, types of control, what is controlled)</p> <p>Analyze operating results in relation to budget/industry</p>
Performance Element	Utilize planning tools to guide organization's/department's activities.
Performance Indicators	<p>Explain the nature of business plans</p> <p>Explain external planning considerations</p>
Instructional Area	DISTRIBUTION
Performance Element	Acquire foundational knowledge of distribution to understand its role in marketing.
Performance Indicators	<p>Explain the nature and scope of distribution</p> <p>Explain the relationship between customer service and distribution</p> <p>Explain the nature of channels of distribution</p> <p>Describe the use of technology in the distribution function</p> <p>Explain legal considerations in distribution</p> <p>Describe ethical considerations in distribution</p>
Performance Element	Manage distribution activities to minimize costs and to determine distribution strategies.
Performance Indicators	<p>Coordinate distribution with other marketing activities</p> <p>Explain the nature of channel-member relationships</p> <p>Explain the nature of channel strategies</p> <p>Select channels of distribution</p> <p>Evaluate channel members</p>

Performance Element**Additional specialized performance indicators****Performance Indicators**

Explain the receiving process
 Explain stock-handling techniques used in receiving deliveries
 Determine processing priorities
 Check incoming stock
 Inspect food deliveries
 Reconcile shipping/receiving discrepancies
 File claims for lost/damaged goods
 Establish receiving schedules
 Explain storing considerations
 Maintain supplies, condiments, etc.
 Stock and maintain side stations
 Maintain par level of supplies
 Store food products to prevent contamination and spoilage
 Store kitchen utensils
 Select appropriate storage equipment
 Plan storage space
 Explain the nature of warehousing
 Explain shipping processes
 Maintain inventory levels
 Complete inventory counts
 Organize inventory counts
 Explain the nature of inventory control systems
 Calculate inventory shrinkage
 Establish food and beverage requisition procedures

Instructional Area**MARKETING-INFORMATION MANAGEMENT****Performance Element**

Acquire foundational knowledge of marketing-information management to understand its nature and scope.

Performance Indicators

Describe the need for marketing information
 Explain the nature and scope of the marketing-information management function
 Explain the role of ethics in marketing-information management
 Describe the use of technology in the marketing-information management function
 Assess marketing-information needs
 Develop marketing-information management system

Performance Element

Collect marketing information to ensure accuracy and adequacy of data for decision-making.

Performance Indicators

Identify information monitored for marketing decision making
 Collect marketing information from others
 Explain the nature of marketing research in a marketing-information management system

Performance Element	Process marketing information to test hypotheses and/or to resolve issues.
Performance Indicators	Describe techniques for processing marketing information Explain the use of databases in organizing marketing data Interpret descriptive statistics for marketing decision making
Performance Element	Employ marketing information to plan marketing activities.
Performance Indicators	Explain the concept of marketing strategies Explain the concept of market and market identification Explain the nature of marketing planning Explain the nature of marketing plans Explain the role of situational analysis in the marketing-planning process Explain the nature of sales forecasts Identify considerations in implementing international marketing strategies Identify market segments Select target market Conduct market analysis Conduct SWOT analysis for use in marketing planning process Assess global trends and opportunities Conduct competitive analysis Set marketing goals and objectives Set a marketing budget Develop marketing plan Describe measures used to control marketing planning Monitor and evaluate performance of marketing plan Conduct marketing audits
Performance Element	Additional specialized performance indicators
Performance Indicators	Forecast servings of each food item
Instructional Area	PRICING
Performance Element	Develop a foundational knowledge of pricing to understand its role in marketing.
Performance Indicators	Explain the nature and scope of the pricing function Describe the role of business ethics in pricing Explain the use of technology in the pricing function Explain legal considerations for pricing
Performance Element	Employ pricing strategies to determine prices.
Performance Indicators	Explain factors affecting pricing decisions

Performance Element**Additional specialized performance indicators****Performance Indicators**

Describe pricing strategies
 Select approach for setting a base price (cost, demand, competition)
 Determine cost of product (breakeven, ROI, markup)
 Calculate break-even point
 Select pricing strategies
 Set prices
 Adjust prices to maximize profitability

Instructional Area**PRODUCT/SERVICE MANAGEMENT****Performance Element**

Acquire a foundational knowledge of product/service management to understand its nature and scope.

Performance Indicators

Explain the nature and scope of the product/service management function
 Identify the impact of product life cycles on marketing decisions
 Describe the use of technology in the product/service management function
 Explain business ethics in product/service management

Performance Element

Generate product ideas to contribute to ongoing business success.

Performance Indicators

Identify product opportunities
 Identify methods/techniques to generate a product idea
 Generate product ideas
 Determine initial feasibility of product idea
 Create processes for ongoing opportunity recognition

Performance Element

Develop an understanding of quality assurances to enhance product/service knowledge.

Performance Indicators

Describe the uses of grades and standards in marketing
 Explain warranties and guarantees
 Identify consumer protection provisions of appropriate agencies
 Evaluate customer experience

Performance Element

Employ product-mix strategies to meet customer expectations.

Performance Indicators

Explain the concept of product mix
 Describe the nature of product bundling
 Identify product to fill customer need
 Plan product mix
 Determine services to provide customers

Performance Element**Position products/services to acquire desired business image.****Performance Indicators**

Describe factors used by marketers to position products/businesses
 Explain the nature of branding
 Explain the role of customer service in positioning/image
 Develop strategies to position product/business
 Build brand

Performance Element**Additional specialized performance indicators****Performance Indicators**

Explain nutrition standards
 Identify standards for purchasing fresh food items
 Maintain restaurant quality control standards
 Ensure continuity of service quality when unexpected situations occur
 Explain environmental factors conducive to customer satisfaction
 Explain the nature of merchandise plans (budgets)
 Plan stock
 Plan reductions
 Plan purchases
 Plan quantities of food items to order (as purchased weight, edible portion weight, yield percentage)
 Prepare product specifications (specs) for purchasing food items
 Plan gross margin
 Prepare merchandise plans (budgets)
 Place orders for items on menu

Instructional Area**PROMOTION****Performance Element****Acquire a foundational knowledge of promotion to understand its nature and scope.****Performance Indicators**

Explain the role of promotion as a marketing function
 Explain the types of promotion
 Identify the elements of the promotional mix
 Describe the use of business ethics in promotion
 Describe the use of technology in the promotion function
 Describe the regulation of promotion

Performance Element**Advertise to communicate promotional messages to targeted audiences.****Performance Indicators**

Explain the types of advertising media
 Explain components of advertisements
 Explain the nature of direct advertising strategies
 Describe considerations in using databases in advertising

Performance Element	Manage promotional activities to maximize return on promotional efforts.
Performance Indicators	<p>Explain the nature of a promotional plan</p> <p>Coordinate activities in the promotional mix</p>
Performance Element	Additional specialized performance indicators
Performance Indicators	<p>Prepare store/department for special event</p> <p>Explain promotional methods used by restaurants</p> <p>Write menu descriptions</p> <p>Explain the use of visual merchandising in retailing</p> <p>Describe types of display arrangements</p> <p>Explain display considerations in food service</p> <p>Create promotional signs</p>
Instructional Area	SELLING
Performance Element	Acquire a foundational knowledge of selling to understand its nature and scope.
Performance Indicators	<p>Explain the nature and scope of the selling function</p> <p>Explain the role of customer service as a component of selling relationships</p> <p>Explain key factors in building a clientele</p> <p>Explain company selling policies</p> <p>Explain business ethics in selling</p> <p>Describe the use of technology in the selling function</p> <p>Describe the nature of selling regulations</p>
Performance Element	Acquire product knowledge to communicate product benefits and to ensure appropriateness of product for the customer.
Performance Indicators	<p>Acquire product information for use in selling</p> <p>Analyze product information to identify product features and benefits</p>
Performance Element	Employ sales processes and techniques to enhance customer relationships and to increase the likelihood of making sales.
Performance Indicators	<p>Explain the selling process</p>
Performance Element	Manage sales activities to meet sales goals/objectives.
Performance Indicators	<p>Explain the nature of sales management</p>

Performance Element**Performance Indicators****Additional specialized performance indicators**

Identify features and benefits of menu items
Explain basic food preparation methods
Identify ingredients of menu items
Provide service for children
Maintain tables
Take drive-up orders for food
Establish relationship with customer
Determine customer needs
Recommend specific product
Convert customer/client objections into selling points
Close the sale
Demonstrate suggestion selling
Take and process food orders
Recommend additional menu items
Prepare and dispense beverages
Prepare salads/salad bars
Calculate miscellaneous charges
Process complimentary offers and coupons/discounts
Process sales transaction
Operate register/terminal
Prepare cash drawers/banks
Open/Close register/terminal
Process special food requests
Assemble carry-out orders
Sell gift certificates