



# RESTAURANT AND FOOD SERVICE MANAGEMENT

SAMPLE ROLE PLAYS



AS USED IN DECA'S  
INDIVIDUAL SERIES EVENTS

**2012 EDITION**



# Restaurant and Food Service Management

Individual Series Events

DECA Images  
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# Restaurant and Food Service Management

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### **INTRODUCTION**

This publication is designed to assist DECA members and their local chapter advisors in preparing for the Individual Series Events. This document will be useful in preparing students for local, state and international competition by familiarizing them with the format, structure and evaluation tools used in international competition. This series of events is presented as an example of the types of events in which a student might expect to participate at the International Career Development Conference. The competitive events found herein, however, are not representative of all performance indicators that the student may be expected to demonstrate on the international level. A complete list of performance indicators upon which the events are written can be found at [www.deca.org/competitions/2](http://www.deca.org/competitions/2).

### **PROCEDURE**

An individual series event consists of two major parts: a written comprehensive exam and two preliminary role-playing events. A third role-play activity will be given to finalists.

The comprehensive exam is a 100-question multiple-choice test developed especially for each series based on the knowledge, skills and attributes associated with the particular occupation. Exams from previous years are available for sale through DECA Images at [www.deca.org/shop](http://www.deca.org/shop).

In the role-playing portion of the event, participants must accomplish a task by translating what they have learned into effective, efficient and spontaneous action.

The participant is given a situation to review. It may indicate a product or service to sell, a merchandising decision or a problem in communication and interpersonal skills. Participants are allowed 10 minutes to review the situation and to develop a professional approach to solving the problem.

Up to 10 minutes are then allowed for the participant to be examined by a competent judge and asked to explain how (s)he would solve the situation or problem. The judge is a qualified business executive playing the role of second party in the situation. Following the examination, the judge evaluates the participants' responses and records the results on an evaluation form which has been developed specifically for each competitive event.

## **PREPARATION**

In order for DECA members to realize success in competition, DECA advisors are encouraged to carefully plan curriculum which will contribute to student success in the competency based competitive events and to provide real world experiences specifically necessary in the occupational area for which the student has a career interest.

Competency based competitive events are intended to be a motivational tool used by the DECA advisor to encourage student learning. The success of the member's participation in competency based competitive events directly relates to the experiences (s)he has gained in the classroom and / or at the training station.

As the local, district, state or international competitive event approaches, the advisors are encouraged to further prepare the competitor in tasks such as the following:

### **Prepare yourself mentally.**

The competitor should get sufficient sleep the night before competition so that (s)he will be mentally alert and able to concentrate on the activities.

### **Dress appropriately.**

Professional dress should be worn to all conference sessions. Please note: Competitors at the ICDC must wear an official DECA blazer during interaction with the judges. Official DECA blazers are sold through DECA Images.

### **Follow the program agenda.**

Competitors should carefully follow the program agenda provided at the conference. (S)he should locate the event room beforehand and arrive at the site early enough to be acclimated to the environment, relaxed, etc. Competitors must be on time for each event.

### **Use preparation time wisely.**

Competitors should take advantage of the time provided for each activity of the event. During the written tests, the competitor should think through each item completely and carefully while gauging the time appropriately. If time allows, recheck the answers. While preparing for role play events, competitors should use all the time allotted constructively.





**CAREER CLUSTER**  
Hospitality and Tourism

**CAREER PATHWAY**  
Restaurant and Food and Beverage Services

**INSTRUCTIONAL AREA**  
Customer Relations

## **RESTAURANT AND FOOD SERVICE MANAGEMENT SERIES EVENT**

### **PARTICIPANT INSTRUCTIONS**

#### **PROCEDURES**

1. The event will be presented to you through your reading of these instructions, including the Performance Indicators and Event Situation. You will have up to 10 minutes to review this information to determine how you will handle the role-play situation and demonstrate the performance indicators of this event. During the preparation period, you may make notes to use during the role-play situation.
2. You will have up to 10 minutes to role-play your situation with a judge (you may have more than one judge).
3. You will be evaluated on how well you meet the performance indicators of this event.
4. Turn in all your notes and event materials when you have completed the role-play.

#### **PERFORMANCE INDICATORS**

1. Explain the nature of positive customer relations.
2. Demonstrate a customer-service mindset.
3. Reinforce service orientation through communication.
4. Interpret business policies to customers/clients.
5. Outline steps to remedy specific problems.

## EVENT SITUATION

You are to assume the role of manager of THE BEACON, a casual restaurant and bar. The restaurant owner (judge) has asked you to make a recommendation regarding how to deal with customers who stay an unusually long time at their table or booth.

THE BEACON is a popular restaurant and bar, serving appetizers, sandwiches and nightly entrée specials seven days a week. Open from 11:00 a.m. to midnight, the suburban restaurant is surrounded by many office buildings and is one-half mile from a large regional shopping center. The majority of the floor space is devoted to dining, with a mix of booths and tables able to accommodate up to 200 customers. A bar, that can accommodate an additional 30 patrons, is also part of the operation. Most beverages are consumed by diners at their tables and booths as a part of their meal.

Typically, most customers are at a table or booth for 45-60 minutes. However, at times, some customers have occupied a table or booth for as long as 2 ½ hours, sending the server back for repeated re-fills of free beverages such as coffee, tea, lemonade and soft drinks. When the restaurant is slow, lengthy stays in the dining area are not a problem. During peak periods, lengthy stays affect servers and the restaurant itself.

The owner of THE BEACON (judge) has been made aware of the problem of occasional slow table turnover during peak operating periods and has requested a meeting with you so that you may present your analysis and recommendations on the following issues:

- What impact do “lingering customers” have on wait staff, BEACON customers, restaurant operations, and restaurant revenue?
- What should our policy be on “lingering customers” and how do we communicate the policy to customers?
- What should servers say or do when this situation happens?

You will present your recommendations to the owner (judge) in a role-play to take place in the owner’s (judge’s) office. The owner (judge) will begin the role-play by greeting you and asking to hear your ideas. After you have made your presentation and have answered the owner’s (judge’s) questions, the owner (judge) will conclude the role-play by thanking you for your work.



# JUDGE'S INSTRUCTIONS

## DIRECTIONS, PROCEDURES AND JUDGE'S ROLE

In preparation for this event, you should review the following information with your event manager and other judges:

1. Procedures
2. Performance Indicators
3. Event Situation
4. Judge Role-play Characterization  
Participants may conduct a slightly different type of meeting and/or discussion with you each time; however, it is important that the information you provide and the questions you ask be uniform for every participant.
5. Judge's Evaluation Instructions
6. Judge's Evaluation Form  
Please use a critical and consistent eye in rating each participant.

## JUDGE ROLE-PLAY CHARACTERIZATION

You are to assume the role of owner of THE BEACON a casual restaurant and bar. You have asked your manager (participant) to make a recommendation regarding how to deal with customers who stay an unusually long time at their table or booth.

THE BEACON is a popular restaurant and bar, serving appetizers, sandwiches and nightly entrée specials seven days a week. Open from 11:00 a.m. to midnight, the suburban restaurant is surrounded by many office buildings and is one-half mile from a large regional shopping center. The majority of the floor space is devoted to dining, with a mix of booths and tables able to accommodate up to 200 customers. A bar, that can accommodate an additional 30 patrons, is also part of the operation. Most beverages are consumed by diners at their tables and booths as a part of their meal.

Typically, most customers are at a table or booth for 45-60 minutes. However, at times, some customers have occupied a table or booth for as long as 2 ½ hours, sending the server back for repeated re-fills of free beverages such as coffee, tea, lemonade and soft drinks. When the restaurant is slow, lengthy stays in the dining area are not a problem. During peak periods, lengthy stays affect servers and the restaurant itself.

You have been made aware of the problem of occasional slow table turnover during peak operating periods and have requested a meeting with your manager (participant) to present his/her analysis and recommendations on the following issues:

- What impact do “lingering customers” have on wait staff, BEACON customers, restaurant operations, and restaurant revenue?
- What should our policy be on “lingering customers” and how do we communicate the policy to customers?
- What should servers say or do when this situation happens?

The manager (participant) will present to you in a role-play to take place in your office. You will begin the role-play by greeting the manager (participant) and asking to hear his/her ideas.

During the course of the role-play you are to ask the following questions of each participant:

1. Should a casual restaurant like THE BEACON make frequent changes to its printed menu or not? Explain.
2. Could we lose customers due to our new policy?

Once the manager (participant) has presented and has answered your questions, you will conclude the role-play by thanking the manager (participant) for the work.

You are not to make any comments after the event is over except to thank the participant.

## JUDGE'S EVALUATION INSTRUCTIONS

### Evaluation Form Information

The participants are to be evaluated on their ability to perform the specific performance indicators stated on the cover sheet of this event and restated on the Judge's Evaluation Form. Although you may see other performance indicators being demonstrated by the participants, those listed in the Performance Indicators section are the critical ones you are measuring for this particular event.

### Evaluation Form Interpretation

The evaluation levels listed below and the evaluation rating procedures should be discussed thoroughly with your event chairperson and the other judges to ensure complete and common understanding for judging consistency.

<b>Level of Evaluation</b>	<b>Interpretation Level</b>
Exceeds Expectations	Participant demonstrated the performance indicator in an extremely professional manner; greatly exceeds business standards; would rank in the top 10% of business personnel performing this performance indicator.
Meets Expectations	Participant demonstrated the performance indicator in an acceptable and effective manner; meets at least minimal business standards; there would be no need for additional formalized training at this time; would rank in the 70-89 <sup>th</sup> percentile of business personnel performing this performance indicator.
Below Expectations	Participant demonstrated the performance indicator with limited effectiveness; performance generally fell below minimal business standards; additional training would be required to improve knowledge, attitude and/or skills; would rank in the 50-69 <sup>th</sup> percentile of business personnel performing this performance indicator.
Little/No Value	Participant demonstrated the performance indicator with little or no effectiveness; a great deal of formal training would be needed immediately; perhaps this person should seek other employment; would rank in the 0-49 <sup>th</sup> percentile of business personnel performing this performance indicator.

## JUDGE'S EVALUATION FORM RFSM

### DID THE PARTICIPANT:

#### 1. Explain the nature of positive customer relations?

<p><b>Little/No Value</b> <b>0, 1, 2, 3, 4, 5</b> Attempts to explain the nature of positive customer relations were inadequate or weak.</p>	<p><b>Below Expectations</b> <b>6, 7, 8, 9, 10, 11</b> Adequately explained the nature of positive customer relations.</p>	<p><b>Meets Expectations</b> <b>12, 13, 14, 15</b> Effectively explained the nature of positive customer relations.</p>	<p><b>Exceeds Expectations</b> <b>16, 17, 18</b> Very effectively explained the nature of positive customer relations.</p>
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#### 2. Demonstrate a customer-service mindset?

<p><b>Little/No Value</b> <b>0, 1, 2, 3, 4, 5</b> Attempts to demonstrate a customer-service mindset were inadequate or weak.</p>	<p><b>Below Expectations</b> <b>6, 7, 8, 9, 10, 11</b> Adequately demonstrated a customer-service mindset.</p>	<p><b>Meets Expectations</b> <b>12, 13, 14, 15</b> Effectively demonstrated a customer-service mindset.</p>	<p><b>Exceeds Expectations</b> <b>16, 17, 18</b> Very effectively demonstrated a customer-service mindset.</p>
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#### 3. Reinforce service orientation through communication?

<p><b>Little/No Value</b> <b>0, 1, 2, 3, 4, 5</b> Attempts to reinforce service orientation through communication were weak or incorrect.</p>	<p><b>Below Expectations</b> <b>6, 7, 8, 9, 10, 11</b> Adequately reinforced service orientation through communication.</p>	<p><b>Meets Expectations</b> <b>12, 13, 14, 15</b> Effectively reinforced service orientation through communication.</p>	<p><b>Exceeds Expectations</b> <b>16, 17, 18</b> Very effectively reinforced service orientation through communication.</p>
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#### 4. Interpret business policies to customers/clients?

<p><b>Little/No Value</b> <b>0, 1, 2, 3, 4, 5</b> Attempts to interpret business policies to customers/clients were inadequate or unclear.</p>	<p><b>Below Expectations</b> <b>6, 7, 8, 9, 10, 11</b> Adequately interpreted business policies to customers/clients.</p>	<p><b>Meets Expectations</b> <b>12, 13, 14, 15</b> Effectively interpreted business policies to customers/clients.</p>	<p><b>Exceeds Expectations</b> <b>16, 17, 18</b> Very effectively interpreted business policies to customers/clients.</p>
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#### 5. Outline steps to remedy specific problems?

<p><b>Little/No Value</b> <b>0, 1, 2, 3, 4, 5</b> Attempts to outline steps to remedy specific problems were inadequate or weak.</p>	<p><b>Below Expectations</b> <b>6, 7, 8, 9, 10, 11</b> Adequately outlined steps to remedy specific problems.</p>	<p><b>Meets Expectations</b> <b>12, 13, 14, 15</b> Effectively outlined steps to remedy specific problems.</p>	<p><b>Exceeds Expectations</b> <b>16, 17, 18</b> Very effectively outlined steps to remedy specific problems.</p>
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#### 6. Overall impression and response to the judge's questions.

<p><b>Little/No Value</b> <b>0, 1, 2</b> Demonstrated few skills; could not answer the judge's questions.</p>	<p><b>Below Expectations</b> <b>3, 4, 5</b> Demonstrated limited ability to link some skills; answered the judge's questions adequately.</p>	<p><b>Meets Expectations</b> <b>6, 7, 8</b> Demonstrated the specified skills; answered the judge's questions effectively.</p>	<p><b>Exceeds Expectations</b> <b>9, 10</b> Demonstrated skills confidently and professionally; answered the judge's questions very effectively and thoroughly.</p>
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Judge's Initials \_\_\_\_\_

TOTAL SCORE \_\_\_\_\_



**CAREER CLUSTER**  
Hospitality and Tourism

**CAREER PATHWAY**  
Restaurant and Food and Beverage Services

**INSTRUCTIONAL AREA**  
Human Resource Management  
Operations

## **RESTAURANT AND FOOD SERVICE MANAGEMENT SERIES EVENT**

### **PARTICIPANT INSTRUCTIONS**

#### **PROCEDURES**

1. The event will be presented to you through your reading of these instructions, including the Performance Indicators and Event Situation. You will have up to 10 minutes to review this information to determine how you will handle the role-play situation and demonstrate the performance indicators of this event. During the preparation period, you may make notes to use during the role-play situation.
2. You will have up to 10 minutes to role-play your situation with a judge (you may have more than one judge).
3. You will be evaluated on how well you meet the performance indicators of this event.
4. Turn in all your notes and event materials when you have completed the role-play.

#### **PERFORMANCE INDICATORS**

1. Discuss the nature of human resource management.
2. Explain the role of ethics in human resource management.
3. Describe health and safety regulations in business.
4. Detail ways to monitor quality of prepared food.
5. Demonstrate responsible behavior.

## EVENT SITUATION

You are to assume the role of general manager at COUNTRY MEADOWS, a mid-priced full service restaurant. The owner (judge) has asked you to analyze a health-related situation and make appropriate recommendations.

COUNTRY MEADOWS is a casual, full service restaurant with banquet facilities, located in an outlying suburb of a large metropolitan area. The menu features a selection of pasta, seafood and gourmet sandwiches priced from \$9 - \$15. COUNTRY MEADOWS also houses a banquet room with a capacity of 150. Banquets, luncheon meetings and receptions have become a growing part of the business.

Late last month, COUNTRY MEADOWS hosted a business luncheon attended by approximately 100 guests. A line cook who worked that day reported to the banquet manager that he was “not feeling very well.” The banquet manager told the cook “we’re short-handed today and could really use you to work the banquet.” The cook stayed and worked the banquet.

A few days following the business luncheon, dozens of people who attended the banquet reported Norovirus symptoms—stomach cramping, chills, muscle aches and general tiredness. A local health official identified the sick COUNTRY MEADOWS line cook as the source of the Norovirus outbreak. Government Food Code regulations say that kitchen employees are required to tell their managers if they have flu-like symptoms.

The owner of COUNTRY MEADOWS (judge) has asked you to analyze the situation and recommend appropriate action because of the Norovirus outbreak. Specifically:

- Who is most to blame for causing this problem, the line cook or the banquet manager?
- Explain the possible impact on COUNTRY MEADOWS resulting from this incident.
- What actions should be taken with the line cook and banquet manager? Provide rationale.
- How can we ensure the food we serve is top quality and safe?

You will present your analysis to the owner (judge) in a role-play to take place in the owner’s (judge’s) office. The owner (judge) will begin the role-play by greeting you and asking to hear your ideas. After you have presented your analysis and have answered the owner’s (judge’s) questions, the owner (judge) will conclude the role-play by thanking you for your work.

# JUDGE'S INSTRUCTIONS

## DIRECTIONS, PROCEDURES AND JUDGE'S ROLE

In preparation for this event, you should review the following information with your event manager and other judges:

1. Procedures
2. Performance Indicators
3. Event Situation
4. Judge Role-play Characterization  
Participants may conduct a slightly different type of meeting and/or discussion with you each time; however, it is important that the information you provide and the questions you ask be uniform for every participant.
5. Judge's Evaluation Instructions
6. Judge's Evaluation Form  
Please use a critical and consistent eye in rating each participant.

## JUDGE ROLE-PLAY CHARACTERIZATION

You are to assume the role of owner of COUNTRY MEADOWS, a mid-priced full service restaurant. You have asked your general manager (participant) to analyze a health-related situation and make appropriate recommendations.

COUNTRY MEADOWS is a casual, full service restaurant with banquet facilities, located in an outlying suburb of a large metropolitan area. The menu features a selection of pasta, seafood and gourmet sandwiches priced from \$9 - \$15. COUNTRY MEADOWS also houses a banquet room which hosts banquets, luncheon meetings and receptions.

Late last month, COUNTRY MEADOWS hosted a business luncheon attended by approximately 100 guests. A line cook who worked that day reported to the banquet manager that he was "not feeling very well." The banquet manager told the cook "we're short-handed today and could really use you to work the banquet." The cook stayed and worked the banquet.

A few days following the business lunch, dozens of people who attended the banquet reported Norovirus symptoms—stomach cramping, chills, muscle aches and general tiredness.. A local health official identified the line cook as the source of the Norovirus outbreak. Government Food Code regulations say that kitchen employees are required to tell their managers if they have flu-like symptoms.

You have asked your general manager (participant) to analyze the situation and recommend appropriate

action because of the Norovirus outbreak. Specifically:

- Who is most to blame for causing this problem, the line cook or the banquet manager?
- Explain the possible impact on COUNTRY MEADOWS resulting from this incident.
- What actions should be taken with the line cook and banquet manager? Provide rationale.
- How can we ensure the food we serve is top quality and safe?

The general manager (participant) will present an analysis to you in a role-play to take place in your office. You will begin the role-play by greeting the general manager (participant) and asking to hear his/her ideas.

During the course of the role-play you are to ask the following questions of each participant:

1. Why don't restaurants such as ours provide paid sick days to their non-management personnel?
2. Under what circumstances might it be appropriate to hold an all-employee meeting for a problem caused by only one employee?

Once the general manager (participant) has presented the analysis and answered your questions, you will conclude the role-play by thanking the general manager (participant) for the work.

You are not to make any comments after the event is over except to thank the participant.



## JUDGE'S EVALUATION INSTRUCTIONS

### Evaluation Form Information

The participants are to be evaluated on their ability to perform the specific performance indicators stated on the cover sheet of this event and restated on the Judge's Evaluation Form. Although you may see other performance indicators being demonstrated by the participants, those listed in the Performance Indicators section are the critical ones you are measuring for this particular event.

### Evaluation Form Interpretation

The evaluation levels listed below and the evaluation rating procedures should be discussed thoroughly with your event chairperson and the other judges to ensure complete and common understanding for judging consistency.

<b>Level of Evaluation</b>	<b>Interpretation Level</b>
Exceeds Expectations	Participant demonstrated the performance indicator in an extremely professional manner; greatly exceeds business standards; would rank in the top 10% of business personnel performing this performance indicator.
Meets Expectations	Participant demonstrated the performance indicator in an acceptable and effective manner; meets at least minimal business standards; there would be no need for additional formalized training at this time; would rank in the 70-89 <sup>th</sup> percentile of business personnel performing this performance indicator.
Below Expectations	Participant demonstrated the performance indicator with limited effectiveness; performance generally fell below minimal business standards; additional training would be required to improve knowledge, attitude and/or skills; would rank in the 50-69 <sup>th</sup> percentile of business personnel performing this performance indicator.
Little/No Value	Participant demonstrated the performance indicator with little or no effectiveness; a great deal of formal training would be needed immediately; perhaps this person should seek other employment; would rank in the 0-49 <sup>th</sup> percentile of business personnel performing this performance indicator.

# JUDGE'S EVALUATION FORM

## RFSM

### DID THE PARTICIPANT:

#### 1. Discuss the nature of human resource management?

<b>Little/No Value</b>	<b>Below Expectations</b>	<b>Meets Expectations</b>	<b>Exceeds Expectations</b>
<b>0, 1, 2, 3, 4, 5</b>	<b>6, 7, 8, 9, 10, 11</b>	<b>12, 13, 14, 15</b>	<b>16, 17, 18</b>
Attempts to discuss the nature of human resource management were inadequate or weak.	Adequately discussed the nature of human resource management.	Effectively discussed the nature of human resource management.	Very effectively discussed the nature of human resource management.

#### 2. Explain the role of ethics in human resource management?

<b>Little/No Value</b>	<b>Below Expectations</b>	<b>Meets Expectations</b>	<b>Exceeds Expectations</b>
<b>0, 1, 2, 3, 4, 5</b>	<b>6, 7, 8, 9, 10, 11</b>	<b>12, 13, 14, 15</b>	<b>16, 17, 18</b>
Attempts to explain the role of ethics in human resource management were inadequate or weak.	Adequately explained the role of ethics in human resource management.	Effectively explained the role of ethics in human resource management.	Very effectively explained the role of ethics in human resource management.

#### 3. Describe health and safety regulations in business?

<b>Little/No Value</b>	<b>Below Expectations</b>	<b>Meets Expectations</b>	<b>Exceeds Expectations</b>
<b>0, 1, 2, 3, 4, 5</b>	<b>6, 7, 8, 9, 10, 11</b>	<b>12, 13, 14, 15</b>	<b>16, 17, 18</b>
Attempts to describe health and safety regulations in business were weak or incorrect.	Adequately described health and safety regulations in business.	Effectively described health and safety regulations in business.	Very effectively described health and safety regulations in business.

#### 4. Detail ways to monitor quality of prepared food?

<b>Little/No Value</b>	<b>Below Expectations</b>	<b>Meets Expectations</b>	<b>Exceeds Expectations</b>
<b>0, 1, 2, 3, 4, 5</b>	<b>6, 7, 8, 9, 10, 11</b>	<b>12, 13, 14, 15</b>	<b>16, 17, 18</b>
Attempts to detail ways to monitor quality of prepared food were inadequate or unclear.	Adequately detailed ways to monitor quality of prepared food.	Effectively detailed ways to monitor quality of prepared food.	Very effectively detailed ways to monitor quality of prepared food.

#### 5. Demonstrate responsible behavior?

<b>Little/No Value</b>	<b>Below Expectations</b>	<b>Meets Expectations</b>	<b>Exceeds Expectations</b>
<b>0, 1, 2, 3, 4, 5</b>	<b>6, 7, 8, 9, 10, 11</b>	<b>12, 13, 14, 15</b>	<b>16, 17, 18</b>
Attempts to demonstrated responsible behavior were inadequate or weak.	Adequately demonstrated responsible behavior.	Effectively demonstrated responsible behavior.	Very effectively demonstrated responsible behavior.

#### 6. Overall impression and response to the judge's questions.

<b>Little/No Value</b>	<b>Below Expectations</b>	<b>Meets Expectations</b>	<b>Exceeds Expectations</b>
<b>0, 1, 2</b>	<b>3, 4, 5</b>	<b>6, 7, 8</b>	<b>9, 10</b>
Demonstrated few skills; could not answer the judge's questions.	Demonstrated limited ability to link some skills; answered the judge's questions adequately.	Demonstrated the specified skills; answered the judge's questions effectively.	Demonstrated skills confidently and professionally; answered the judge's questions very effectively and thoroughly.

Judge's Initials \_\_\_\_\_

TOTAL SCORE \_\_\_\_\_



**CAREER CLUSTER**  
Hospitality and Tourism

**CAREER PATHWAY**  
Restaurant and Food and Beverage Services

**INSTRUCTIONAL AREA**  
Pricing / Selling

## **RESTAURANT AND FOOD SERVICE MANAGEMENT SERIES EVENT**

### **PARTICIPANT INSTRUCTIONS**

#### **PROCEDURES**

1. The event will be presented to you through your reading of these instructions, including the Performance Indicators and Event Situation. You will have up to 10 minutes to review this information to determine how you will handle the role-play situation and demonstrate the performance indicators of this event. During the preparation period, you may make notes to use during the role-play situation.
2. You will have up to 10 minutes to role-play your situation with a judge (you may have more than one judge).
3. You will be evaluated on how well you meet the performance indicators of this event.
4. Turn in all your notes and event materials when you have completed the role-play.

#### **PERFORMANCE INDICATORS**

1. Explain the nature and scope of the pricing function.
2. Explain factors affecting pricing decisions.
3. Explain the role of customer service as a component of selling relationships.
4. Discuss motivational theories that impact buying behavior.
5. Determine menu pricing.

## EVENT SITUATION

You are to assume the role of manager at THE SHED, a popular local barbeque restaurant. The owner (judge) has asked for your analysis and recommendation regarding a recent pricing strategy.

THE SHED is a popular barbeque restaurant with steak, chicken and fish entrées priced between \$13 and \$34. However, the signature item is pork baby back ribs. Open from 4:00 – 10:00 p.m. seven days a week, THE SHED is extremely busy after 5:30 when reservations are highly recommended.

Last week, in an attempt to bring in more customers before 5:30, THE SHED began offering its version of an “early bird” special. The special states that customers who place their food order before 5:00 will receive a \$3 discount off each entrée. The new pricing policy is printed at the top of the entrée page of customer table menus.

Yesterday, a table of customers got upset when they did not receive the \$3 discount per entrée, even though they were seated and placed their drink order before 5:00. The table party also said that the server was attending to other customers making it impossible for them to place their food order by the deadline. The table party became especially annoyed when they discovered that the customers at the table next to them received the entrée discount despite being seated after they were. The incident ended with the original party paying the full amount and leaving THE SHED less than pleased.

The owner of THE SHED (judge) is concerned that a pricing policy designed to attract earlier customer traffic appears to have created a problem only one week into its existence. The owner (judge) has requested a meeting with you to obtain your analysis and recommendation regarding the “early bird” pricing policy. Specifically:

- What is the need for making the distinction between “placing the food order by 5:00” and “being seated or placing the drink order by 5:00”?
- Discuss the actions of the server in this situation. Should it have been handled differently?
- What are your recommendations to reduce the likelihood of this problem happening again?

You will present your recommendations to the restaurant owner (judge) in a role-play to take place in the owner’s (judge’s) office. The owner (judge) will begin the role-play by greeting you and asking to hear your ideas. After you have presented your recommendations and have answered the owner’s (judge’s) questions, the owner (judge) will conclude the role-play by thanking you for your work.

# JUDGE'S INSTRUCTIONS

## DIRECTIONS, PROCEDURES AND JUDGE'S ROLE

In preparation for this event, you should review the following information with your event manager and other judges:

1. Procedures
2. Performance Indicators
3. Event Situation
4. Judge Role-play Characterization  
Participants may conduct a slightly different type of meeting and/or discussion with you each time; however, it is important that the information you provide and the questions you ask be uniform for every participant.
5. Judge's Evaluation Instructions
6. Judge's Evaluation Form  
Please use a critical and consistent eye in rating each participant.

## JUDGE ROLE-PLAY CHARACTERIZATION

You are to assume the role of owner of THE SHED a popular local barbeque restaurant. You have asked the manager (participant) to provide analysis and make a recommendation regarding a recent change in pricing strategy.

THE SHED is a popular barbeque restaurant with steak, chicken and fish entrées priced between \$13 and \$34. Open from 4:00 – 10:00 p.m. seven days a week, THE SHED is extremely busy after 5:30 when reservations are highly recommended.

Last week, in an attempt to bring in more customers before 5:30, THE SHED began offering its version of an “early bird” special. The special states that customers who place their food order before 5:00 will receive a \$3 discount off each entrée. The new pricing policy is printed at the top of the entrée page of customer table menus.

Yesterday, a table of customers got upset when they did not receive the \$3 discount per entrée, even though they were seated and placed their drink order before 5:00. The table party also said that the server was attending to other customers making it impossible for them to place their food order by the deadline. The table party became especially annoyed when they discovered that the customers at the table next to them received the entrée discount despite being seated after they were. The incident ended with the original party paying the full amount and leaving THE SHED less than pleased.

You are concerned that a pricing policy designed to attract earlier customer traffic appears to have created a problem only one week into its existence. You have requested a meeting with the manager (participant) to obtain an analysis and recommendation regarding the “early bird” pricing policy. Specifically:

- The need for making the distinction between “placing the food order by 5:00” and “being seated or placing the drink order by 5:00.”
- Discuss the actions of the server in this situation. Should it have been handled differently?
- Recommendations to reduce the likelihood of this problem happening again.

The manager (participant) will present recommendations to you in a role-play to take place in your office. You will begin the role-play by greeting the manager (participant) and asking to hear his/her ideas.

During the course of the role-play you are to ask the following questions of each participant:

1. Would the restaurant’s image be impacted by the frequent issuance of coupons instead of an Early Bird Special? Explain.
2. How can a restaurant deal with the frequent changes in menu prices without having new menus printed every time prices change?

Once the manager (participant) has presented recommendations and has answered your questions, you will conclude the role-play by thanking the manager (participant) for the work.

You are not to make any comments after the event is over except to thank the participant.

## JUDGE'S EVALUATION INSTRUCTIONS

### Evaluation Form Information

The participants are to be evaluated on their ability to perform the specific performance indicators stated on the cover sheet of this event and restated on the Judge's Evaluation Form. Although you may see other performance indicators being demonstrated by the participants, those listed in the Performance Indicators section are the critical ones you are measuring for this particular event.

### Evaluation Form Interpretation

The evaluation levels listed below and the evaluation rating procedures should be discussed thoroughly with your event chairperson and the other judges to ensure complete and common understanding for judging consistency.

<b>Level of Evaluation</b>	<b>Interpretation Level</b>
Exceeds Expectations	Participant demonstrated the performance indicator in an extremely professional manner; greatly exceeds business standards; would rank in the top 10% of business personnel performing this performance indicator.
Meets Expectations	Participant demonstrated the performance indicator in an acceptable and effective manner; meets at least minimal business standards; there would be no need for additional formalized training at this time; would rank in the 70-89 <sup>th</sup> percentile of business personnel performing this performance indicator.
Below Expectations	Participant demonstrated the performance indicator with limited effectiveness; performance generally fell below minimal business standards; additional training would be required to improve knowledge, attitude and/or skills; would rank in the 50-69 <sup>th</sup> percentile of business personnel performing this performance indicator.
Little/No Value	Participant demonstrated the performance indicator with little or no effectiveness; a great deal of formal training would be needed immediately; perhaps this person should seek other employment; would rank in the 0-49 <sup>th</sup> percentile of business personnel performing this performance indicator.

# JUDGE'S EVALUATION FORM

## RFSM

### DID THE PARTICIPANT:

#### 1. Explain the nature and scope of the pricing function?

**Little/No Value**

**0, 1, 2, 3, 4, 5**

Attempts to explain the nature and scope of the pricing function were inadequate or weak.

**Below Expectations**

**6, 7, 8, 9, 10, 11**

Adequately explained the nature and scope of the pricing function.

**Meets Expectations**

**12, 13, 14, 15**

Effectively explained the nature and scope of the pricing function.

**Exceeds Expectations**

**16, 17, 18**

Very effectively explained the nature and scope of the pricing function.

#### 2. Explain factors affecting pricing decisions?

**Little/No Value**

**0, 1, 2, 3, 4, 5**

Attempts to explain factors affecting pricing decisions were inadequate or weak.

**Below Expectations**

**6, 7, 8, 9, 10, 11**

Adequately explained factors affecting pricing decisions.

**Meets Expectations**

**12, 13, 14, 15**

Effectively explained factors affecting pricing decisions.

**Exceeds Expectations**

**16, 17, 18**

Very effectively explained factors affecting pricing decisions.

#### 3. Explain the role of customer service as a component of selling relationships?

**Little/No Value**

**0, 1, 2, 3, 4, 5**

Attempts to explain the role of customer service as a component of selling relationships were weak or incorrect.

**Below Expectations**

**6, 7, 8, 9, 10, 11**

Adequately explained the role of customer service as a component of selling relationships.

**Meets Expectations**

**12, 13, 14, 15**

Effectively explained the role of customer service as a component of selling relationships.

**Exceeds Expectations**

**16, 17, 18**

Very effectively explained the role of customer service as a component of selling relationships.

#### 4. Discuss motivational theories that impact buying behavior?

**Little/No Value**

**0, 1, 2, 3, 4, 5**

Attempts to discuss motivational theories that impact buying behavior were inadequate or unclear.

**Below Expectations**

**6, 7, 8, 9, 10, 11**

Adequately discussed motivational theories that impact buying behavior.

**Meets Expectations**

**12, 13, 14, 15**

Effectively discussed motivational theories that impact buying behavior.

**Exceeds Expectations**

**16, 17, 18**

Very effectively discussed motivational theories that impact buying behavior.

#### 5. Determine menu pricing?

**Little/No Value**

**0, 1, 2, 3, 4, 5**

Attempts to determine menu pricing were inadequate or weak.

**Below Expectations**

**6, 7, 8, 9, 10, 11**

Adequately determined menu pricing.

**Meets Expectations**

**12, 13, 14, 15**

Effectively determined menu pricing.

**Exceeds Expectations**

**16, 17, 18**

Very effectively determined menu pricing.

#### 6. Overall impression and response to the judge's questions.

**Little/No Value**

**0, 1, 2**

Demonstrated few skills; could not answer the judge's questions.

**Below Expectations**

**3, 4, 5**

Demonstrated limited ability to link some skills; answered the judge's questions adequately.

**Meets Expectations**

**6, 7, 8**

Demonstrated the specified skills; answered the judge's questions effectively.

**Exceeds Expectations**

**9, 10**

Demonstrated skills confidently and professionally; answered the judge's questions very effectively and thoroughly.

**Judge's Initials** \_\_\_\_\_

**TOTAL SCORE** \_\_\_\_\_





**CAREER CLUSTER**  
Hospitality and Tourism

**CAREER PATHWAY**  
Restaurant and Food and Beverage Services

**INSTRUCTIONAL AREA**  
Information Management

## **RESTAURANT AND FOOD SERVICE MANAGEMENT SERIES EVENT**

### **PARTICIPANT INSTRUCTIONS**

#### **PROCEDURES**

1. The event will be presented to you through your reading of these instructions, including the Performance Indicators and Event Situation. You will have up to 10 minutes to review this information to determine how you will handle the role-play situation and demonstrate the performance indicators of this event. During the preparation period, you may make notes to use during the role-play situation.
2. You will have up to 10 minutes to role-play your situation with a judge (you may have more than one judge).
3. You will be evaluated on how well you meet the performance indicators of this event.
4. Turn in all your notes and event materials when you have completed the role-play.

#### **PERFORMANCE INDICATORS**

1. Explain legal issues associated with information management.
2. Explain ways that technology impacts business.
3. Protect against identify theft.
4. Explain the role of ethics in information management.
5. Demonstrate use of point of sale systems.

## EVENT SITUATION

You are to assume the role of manager at THE BLACK KETTLE, a popular mid-priced restaurant. The owner (judge) has asked you to analyze and make a recommendation regarding a recent credit card transaction.

THE BLACK KETTLE is a locally owned mid-priced restaurant with a Colonial Williamsburg theme and décor. Serving steaks, barbequed ribs, pasta, seafood and specialty desserts, the restaurant has been in operation since 1965. While enjoying many long time loyal customers, THE BLACK KETTLE has also been a favorite among restaurant critics who have typically given it four stars (out of a possible five).

Three weeks ago the founder and sole owner of THE BLACK KETTLE sold the business. The new owner (judge) has no previous restaurant experience; but knew enough about the goodwill that had been built up over the years to keep the name the same. The restaurant closed for one week before reopening under new ownership to make some equipment upgrades and do some minor remodeling. One of the upgrades was the purchase and installation of a new point of sale (POS) system.

For the past two weeks THE BLACK KETTLE has been operating under the new ownership with business pretty much as usual. Last night, a customer who paid for his meal with a credit card, made the following comment to the server: “since when are you allowed to print a customer’s full credit card number and expiration date on the receipt?” The server said she didn’t know but would pass the question on to the owner.

The owner (judge) has requested a meeting with you to get your analysis and recommendation(s) regarding the customer comment on the credit card transaction last night. Specifically:

- What credit card information can legally be printed on customer receipts?
- If we have made some kind of mistake, how could it possibly have happened?
- If we are at fault, what, if anything, should we do?

You will present your recommendations to the owner (judge) in a role-play to take place in the owner’s (judge’s) office. The owner (judge) will begin the role-play by greeting you and asking to hear your ideas. After you have presented and have answered the owner’s (judge’s) questions, the owner (judge) will conclude the role-play by thanking you for your work.

# JUDGE'S INSTRUCTIONS

## DIRECTIONS, PROCEDURES AND JUDGE'S ROLE

In preparation for this event, you should review the following information with your event manager and other judges:

1. Procedures
2. Performance Indicators
3. Event Situation
4. Judge Role-play Characterization  
Participants may conduct a slightly different type of meeting and/or discussion with you each time; however, it is important that the information you provide and the questions you ask be uniform for every participant.
5. Judge's Evaluation Instructions
6. Judge's Evaluation Form  
Please use a critical and consistent eye in rating each participant.

## JUDGE ROLE-PLAY CHARACTERIZATION

You are to assume the role of owner of THE BLACK KETTLE, popular mid-priced restaurant. You have asked your manager (participant) to analyze and make a recommendation regarding a recent credit card transaction.

THE BLACK KETTLE is a locally owned mid-priced restaurant with a Colonial Williamsburg theme and décor. Serving steaks, barbequed ribs, pasta, seafood and specialty desserts, the restaurant has been in operation since 1965. While enjoying many long time loyal customers, THE BLACK KETTLE has also been a favorite among restaurant critics who have typically given it four stars (out of a possible five).

Three weeks ago the founder and sole owner of THE BLACK KETTLE sold the business. You have no previous restaurant experience; but know enough about the goodwill that has been built up over the years to keep the name the same. The restaurant closed for one week before reopening under your ownership to make some equipment upgrades and do some minor remodeling. One of the upgrades was the purchase and installation of a new point of sale (POS) system.

For the past two weeks THE BLACK KETTLE has been operating under your ownership. Last night, a customer who paid for his meal with a credit card, made the following comment to the server: "since when are you allowed to print a customer's full credit card number and expiration date on the receipt?" The server said she didn't know but would pass the question on to you.

You have requested a meeting with your manager (participant) to get his/her analysis and recommendation(s) regarding the customer comment on the credit card transaction last night. Specifically:

- What credit card information can legally be printed on customer receipts?
- If we have made some kind of mistake, how could it possibly have happened?
- If we are at fault, what, if anything, should we do?

(Note: According to the *Fair and Accurate Credit Transactions Act* (FACTA) which became law 12/01/2006, only the last five digits of the card account number can appear on electronically printed receipts given to the customer. The expiration date must also be deleted from the receipt.)

The manager (participant) will present an analysis to you in a role-play to take place in your office. You will begin the role-play by greeting the manager (participant) and asking to hear his/her ideas.

During the course of the role-play you are to ask the following questions of each participant:

1. What is one way in which a restaurant can benefit from installing a new POS system?

(Note: POS systems can greatly reduce the amount of time the staff spends in the kitchen and speed up the order process. If a restaurant with 20 tables and an average check of \$45 can increase turnover by one party per table, which is an extra \$900 on a busy night. Additional savings come from reduced shrinkage: servers can't provide complimentary food to friends without entering them in the system.)

2. Is it ethical for the new owner of a business to keep the business name the same?

Once the manager (participant) has presented the analysis and has answered your questions, you will conclude the role-play by thanking the manager (participant) for the work.

You are not to make any comments after the event is over except to thank the participant.

## JUDGE'S EVALUATION INSTRUCTIONS

### Evaluation Form Information

The participants are to be evaluated on their ability to perform the specific performance indicators stated on the cover sheet of this event and restated on the Judge's Evaluation Form. Although you may see other performance indicators being demonstrated by the participants, those listed in the Performance Indicators section are the critical ones you are measuring for this particular event.

### Evaluation Form Interpretation

The evaluation levels listed below and the evaluation rating procedures should be discussed thoroughly with your event chairperson and the other judges to ensure complete and common understanding for judging consistency.

<b>Level of Evaluation</b>	<b>Interpretation Level</b>
Exceeds Expectations	Participant demonstrated the performance indicator in an extremely professional manner; greatly exceeds business standards; would rank in the top 10% of business personnel performing this performance indicator.
Meets Expectations	Participant demonstrated the performance indicator in an acceptable and effective manner; meets at least minimal business standards; there would be no need for additional formalized training at this time; would rank in the 70-89 <sup>th</sup> percentile of business personnel performing this performance indicator.
Below Expectations	Participant demonstrated the performance indicator with limited effectiveness; performance generally fell below minimal business standards; additional training would be required to improve knowledge, attitude and/or skills; would rank in the 50-69 <sup>th</sup> percentile of business personnel performing this performance indicator.
Little/No Value	Participant demonstrated the performance indicator with little or no effectiveness; a great deal of formal training would be needed immediately; perhaps this person should seek other employment; would rank in the 0-49 <sup>th</sup> percentile of business personnel performing this performance indicator.

## JUDGE'S EVALUATION FORM RFSM

### DID THE PARTICIPANT:

#### 1. Explain legal issues associated with information management?

<b>Little/No Value</b>	<b>Below Expectations</b>	<b>Meets Expectations</b>	<b>Exceeds Expectations</b>
<b>0, 1, 2, 3, 4, 5</b>	<b>6, 7, 8, 9, 10, 11</b>	<b>12, 13, 14, 15</b>	<b>16, 17, 18</b>
Attempts to explain legal issues associated with information management were inadequate or weak.	Adequately explained legal issues associated with information management.	Effectively explained legal issues associated with information management.	Very effectively explained legal issues associated with information management.

#### 2. Explain ways that technology impacts business?

<b>Little/No Value</b>	<b>Below Expectations</b>	<b>Meets Expectations</b>	<b>Exceeds Expectations</b>
<b>0, 1, 2, 3, 4, 5</b>	<b>6, 7, 8, 9, 10, 11</b>	<b>12, 13, 14, 15</b>	<b>16, 17, 18</b>
Attempts to explain ways that technology impacts business were inadequate or weak.	Adequately explained ways that technology impacts business.	Effectively explained ways that technology impacts business.	Very effectively explained ways that technology impacts business.

#### 3. Protect against identify theft?

<b>Little/No Value</b>	<b>Below Expectations</b>	<b>Meets Expectations</b>	<b>Exceeds Expectations</b>
<b>0, 1, 2, 3, 4, 5</b>	<b>6, 7, 8, 9, 10, 11</b>	<b>12, 13, 14, 15</b>	<b>16, 17, 18</b>
Attempts to protect against identify theft were weak or incorrect.	Adequately protected against identify theft.	Effectively protected against identify theft.	Very effectively protected against identify theft.

#### 4. Explain the role of ethics in information management?

<b>Little/No Value</b>	<b>Below Expectations</b>	<b>Meets Expectations</b>	<b>Exceeds Expectations</b>
<b>0, 1, 2, 3, 4, 5</b>	<b>6, 7, 8, 9, 10, 11</b>	<b>12, 13, 14, 15</b>	<b>16, 17, 18</b>
Attempts to explain the role of ethics in information management were inadequate or unclear.	Adequately explained the role of ethics in information management.	Effectively explained the role of ethics in information management.	Very effectively explained the role of ethics in information management.

#### 5. Demonstrate use of point of sale systems?

<b>Little/No Value</b>	<b>Below Expectations</b>	<b>Meets Expectations</b>	<b>Exceeds Expectations</b>
<b>0, 1, 2, 3, 4, 5</b>	<b>6, 7, 8, 9, 10, 11</b>	<b>12, 13, 14, 15</b>	<b>16, 17, 18</b>
Attempts to demonstrate use of point of sale systems were inadequate or weak.	Adequately demonstrated use of point of sale systems.	Effectively demonstrated use of point of sale systems.	Very effectively demonstrated use of point of sale systems.

#### 6. Overall impression and response to the judge's questions.

<b>Little/No Value</b>	<b>Below Expectations</b>	<b>Meets Expectations</b>	<b>Exceeds Expectations</b>
<b>0, 1, 2</b>	<b>3, 4, 5</b>	<b>6, 7, 8</b>	<b>9, 10</b>
Demonstrated few skills; could not answer the judge's questions.	Demonstrated limited ability to link some skills; answered the judge's questions adequately.	Demonstrated the specified skills; answered the judge's questions effectively.	Demonstrated skills confidently and professionally; answered the judge's questions very effectively and thoroughly.

Judge's Initials \_\_\_\_\_

TOTAL SCORE \_\_\_\_\_













# RESTAURANT AND FOOD SERVICE MANAGEMENT



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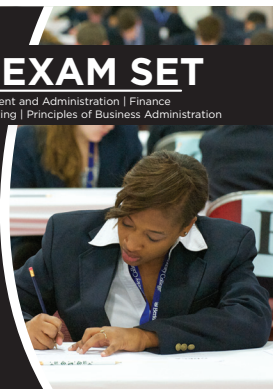
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