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Book Review: The World of Culinary Supervision, Training, and Management

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Abstract

Noel C. Cullen, *The World of Culinary Supervision, Training, and Management*, 2nd ed. (Upper Saddle River, N.J.: Prentice Hall Inc., ZOOOJ, ISBN 0-13-0225436, 366 pages, including appendix and bibliography \$51 hardcover

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***The World of Culinary
Supervision, Training,
and Management***

by Michael J. Moran

Noel C. Cullen, The World of Culinary Supervision, Training, and Management, 2nd ed. (Upper Saddle River, N.J.: Prentice Hall, Inc., 2000), ISBN 0-13-022543-6, 366 pages, including appendix and bibliography, \$51 hardcover.

The *World of Culinary Supervision, Training and Management* is a very valuable tool for hospitality management students to gain knowledge of effective employee interaction. By taking a Total Quality Management focus on the culinary aspects of food service, students gain a broad-based knowledge of people skills to make them well-rounded, thinking managers in an historically intense environment, the professional kitchen.

This is a text worthy of serious consideration for the library of the professional chef and student alike. Its time has come. For the first time, someone has put together a focused text on what it takes to be an effective supervisor in the

professional kitchen. The time of the tyrant has passed, and as the author points out so clearly, the need for people skills is necessary for today's chef/manager.

The book is broken down into three basic sections: the Chef as Supervisor, the Chef as Trainer, and the Chef as Manager. Noel Cullen organizes each chapter into concise, workable segments, including chapter outlines, learning objectives, "Chef Talk" from the culinary greats, conclusions, summary, and discussion questions, the latter of which are especially thought provoking. With these questions, and the research and related studies provided in the text, the instructor can easily move into case analysis and practical, real-world applications toward supervisory excellence. The format lends itself to a case study or chapter approach for the instructor.

Role models and attributes of a successful supervisor are covered in the first section, with a greater

focus on kitchen-related issues in supervision. Unlike other introductory supervisory texts, a chef writes *The World of Culinary Supervision, Training, and Management* for chefs, those who aspire to become chefs, and those who wish to simply understand the professional chef. It gives the reader industry-related solutions to real-world problems and puts theory into perspective.

Because consumers spend more on food outside the home than ever before, employee retention is a very important part of today's successful food operation. Employee retention has a direct impact on customer retention. Happy, satisfied employees make for happy and satisfied customers.¹ In the Chef as Trainer section, Cullen provides culinary students with a series of valuable tools and insights into retaining employees and maximizing their potential and the organization's profits.

Section Three, the Chef as Manager, gives an in-depth analysis to time management, employee selection, discipline approaches, problem solving, and performance appraisals. Individual insights provided on employee selection and disciplinary approaches are especially helpful and current.

"Chef Talk" includes words of wisdom and experience from Jacques Pepin, Victor Gielisse, and Danny Meyer, to name a few. These insights are to the point and relevant to each chapter. They also provide an excellent point of reference for the student and discussion

for the instructor.

The World of Culinary Supervision, Training, and Management is well-written and full of useful solutions to everyday, operational problems. Cullen brings a breadth of experience and knowledge in the easy-to-use format. Leadership is explained in a no-nonsense fashion addressing the specific needs of the chef. The "Chef Talk" sections in each chapter present experiences and viewpoints from many notable chefs and restaurateurs who are especially interesting. For an entry-level management student in a food and beverage track, this book is a fine tool in navigating the professional kitchen.

References

¹Philip Kotler, John Bowen, and James Makens, "Hospitality Marketing Strategies," *Marketing for Hospitality and Tourism*, 2nd ed. (N.J.: Upper Saddle River, Prentice Hall, Inc., 1999).

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