

Module: Effective Management

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Management Portfolio

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Executive Summary

This portfolio provides an overview of the various positions within the kitchen brigade and emphasises the significance of work-based key skills in restaurant operations. This analysis explores the various roles in Front of House management and leadership, emphasising the significance of work-based key skills in restaurant operations. This study examines the connection between the front of house (dining area) and back of house (kitchen) to optimise management and ensure efficient execution of essential operations. This analysis focuses on various operational issues within the organisation. These issues include resource allocation, the importance of technical knowledge across departments, adherence to industry standards, effective planning and organisation, diverse management styles, and prioritising health and safety measures.

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Section 1 – Restaurant and Kitchen Structure

The establishment's organisational framework plays a crucial part in delineating the specific duties and obligations of its personnel, therefore guaranteeing the effective allocation of tasks necessary for the restaurant's triumph. There exists potential variability in the architectural composition of each restaurant. There are structural distinctions between full-service restaurants and fast-food or fast-casual eateries. In the context of dining establishments, full-service restaurants are characterised by the provision of table seating, attentive service, and personalised attention for clients. In contrast, fast-food or fast-casual restaurants often use a system where visitors place their orders directly with a cashier. The overall framework may be modified to align with the specific genre and aesthetic of any dining establishment. The team composition often encompasses many key positions within a firm, as outlined by the user. These positions include the owner, bookkeeper, general manager, assistant managers, kitchen manager, and team members.

The organisational structure establishes unambiguous delineations of roles, so facilitating workers' comprehension of their assigned responsibilities and the appropriate channels for reporting. (Tanner, 2023)

Restaurant Organisational Structure

Owners

The control of a restaurant lies with either corporate or local owners. The success or failure of the restaurant will have the biggest impact on them. Owners typically have the responsibility of hiring the management team and potentially selecting the executive chef for a restaurant. (Airman, 2019)

General Manager

The general manager oversees the daily decision-making of the restaurant. Responsibilities typically include scheduling, payroll paperwork, sales accounting, and money counting. The general manager is responsible for the majority of the restaurant's hiring and firing processes. (Airman, 2019)

Executive Chef

The executive chef holds the highest position in a restaurant's kitchen hierarchy, overseeing the entire kitchen operations. The executive chef oversees menu design and ensures the quality of all meals leaving the kitchen. Executive chefs are typically involved in the interview process for all kitchen staff. The user states that they are responsible for all decisions made in the kitchen, including quality control and nightly specials. (Airman, 2019)

Front of the House

The front-of-house manager holds a crucial position in the restaurant's hierarchy. Front-of-house (FOH) encompasses all areas of a restaurant except for the kitchen, including the dining area. The FOH mentions that the staff's appearance and the restaurant's appearance are the responsibility of someone. (Airman, 2019)

Shift leaders

Restaurant shift leaders are individuals who hold leadership positions within a restaurant and are responsible for overseeing the operations and activities during a specific shift. Shift leaders in restaurants are the highest level of management. The user's job involves addressing minor issues and making necessary decisions during their work. Regular contact with the floor manager is important for addressing customer problems and employee disputes. (Airman, 2019)

Kitchen Structure

Chef de Cuisines (Executive Chefs or Head Chefs)

The incumbent of this role assumes comprehensive accountability for all facets of production, including the quality of the goods offered recruitment and supervision of kitchen personnel, cost management and adherence to budgetary constraints, as well as coordination with non-food production departments. In addition to these responsibilities, the incumbent is tasked with the creation of novel menus, procurement activities, financial analysis, and the coordination of personnel schedules. In addition, they have the responsibility for the maintenance and management of kitchen equipment and machinery. (T, 2016)

Sous Chefs (Under the Chefs)

The individuals in question serve as the primary aides to the head chefs, providing assistance in various administrative tasks and specifically, managing the preparation and serving of food. In the absence of the head chefs, they assume the role of acting head chefs. (T, 2016)

Chef de Parties (Section Chefs)

Chef de parties are those who have supervisory roles and are responsible for overseeing certain tasks inside a culinary establishment's kitchen. The individuals in question hold the position of station leaders and are required to possess the necessary culinary expertise to prepare each dish associated with their respective stations. In addition, it is essential that they possess a certain level of administrative aptitude. The individuals in question should possess the capability to strategize and execute production plans for the designated department. (T, 2016)

Apprentices:

The individuals referred to as trainees are actively involved in the routine functioning of operations on a daily basis. The viewpoints described above adhere to a classical framework. In practical contexts, these elements are often integrated, modified, and customised to align with the particular objectives of the each operation. (T, 2016)

Section 2 – Standard Operation Procedure

A standard operating procedure (SOP) refers to a comprehensive and precise collection of sequential instructions designed to facilitate the execution of a particular task. Standard Operating Procedures (SOPs) facilitate the execution of tasks by providing a structured framework and guidelines.

The importance of consistency in attaining outcomes cannot be overstated. Standard operating procedures (SOPs) play a crucial role in promoting consistency and achieving favourable results by providing a systematic framework that directs individuals to consistently adhere to established processes. The objective is to reduce costs and enhance operational effectiveness. The customer posits that divergent approaches to a given work among persons within an organisation may

engender inefficiencies, hence incurring both temporal and monetary detriments. Standard Operating Procedures (SOPs) have the potential to enhance operational efficiency and increase output. The objective is to develop a workplace that is both secure and safeguarded. Standard Operating Procedures (SOPs) provide significant advantages in terms of guaranteeing safety. SOPs provide a standardised and secure methodology for doing operations, hence decreasing the risk of safety issues. By implementing measures to ensure the safety and well-being of employees, an organisation may effectively mitigate the potential legal obligations and liabilities associated with workplace incidents. (Ceta, 2023)

Section 3 – Regulation and Legislation

The regulations in the restaurant industry primarily focus on maintaining cleanliness and implementing food safety practises to prevent the occurrence of foodborne illnesses.

The physical safety requirements for both employees and patrons are of utmost importance. Ensuring a safe environment is crucial to prevent accidents and injuries. This includes implementing measures such as proper lighting, clear signage, and well-maintained facilities. Regular inspections and maintenance checks should be conducted to identify and address any potential hazards. Additionally, providing training and education it is very important. (Mercado, 2023)

Protection against hazardous materials is an important aspect that should not be overlooked. It is crucial to take necessary precautions and measures to safeguard oneself and others from potential harm or danger. (Team, 2022)

The user mentioned three important areas of focus: compliance with food safety and handling regulations, injury prevention, and labour laws. These are all crucial aspects that businesses need to consider and adhere to in order to ensure the well-being of their employees and customers. Compliance with food safety and handling regulations is essential to prevent foodborne illnesses and maintain the quality and safety of the products being served. Injury prevention measures are necessary to create a safe working environment and reduce the risk of accidents or injuries. (Safe, 2021)

The user mentioned the importance of adhering to the Food and Drug Administration Food Code, which provides science-based guidance for safe food handling. (Webstaurantstore, 2023)

Ensuring compliance with employment and restaurant laws is crucial for businesses. These laws are set by the United Kingdom Department of Labour, as well as state and local governments. By adhering to these regulations, businesses can maintain a lawful and ethical operation. Surprise restaurant inspections can occur at any given moment. (Webstaurantstore, 2023)

Section 4 – Management and Leadership (Self-Reflection)

In the restaurant industry, I believe that leadership requires me to possess the necessary skills to effectively manage, motivate, and communicate with various stakeholders, including my staff, customers, and suppliers. Having great knowledge of the restaurant business, setting goals and training programmes, and handling stress are all important aspects of my involvement in this industry. In addition, I must consider the importance of selecting the right leadership style for various circumstances, which may include autocratic, consultative, or laissez-faire approaches. As a good restaurant leader, I should possess several key qualities. Firstly, I should provide my team with the necessary tools and resources to excel in their roles. Additionally, I believe that transparency is crucial because it fosters trust and open communication within our team. Prioritising effective communication ensures that I am on the same page with everyone and can work together efficiently. Moreover, I should strive to create a diverse and inclusive culture, where all team members feel valued and respected. Lastly, I believe that leading by example and demonstrating empathy towards others are essential traits that inspire and motivate our team. (Brown, 2020)

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