

Effective Management

BMGM4000

Week 1: Introduction to Effective Management

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Who am I?



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Module Aim

To provide students with an introduction to effective restaurant management, and what constitutes good practice.

Aims for today

- Terminology of restaurant
- Brigade system (kitchen's structure)
- Restaurant structure
- Role and responsibilities



Module Outcomes

- Understand the different positions within the kitchen brigade and appreciate the importance of the work based key skills within this area of restaurant operation.
- Examine the different positions within Front of House management and leadership and appreciate the importance of the work based key skills within this area of restaurant operation.



Module Outcomes

- Explore the relationship between front of house (dining area) and back of house (kitchen) for effective management and delivery of core functions.
- Investigate issues relating to operations such as resource allocation, the need for technical knowledge of all departments, industry standards, planning and organisation, differing management styles, health and safety.



Module Assignments & Deadlines

Assessment 1 – 100%

Portfolio – 2000 words

**Deadline Date: Friday 16th
January 23:59**



Assignment – 4 Element Portfolio

Portfolio Title – A case study of XXX Restaurant

Portfolio of 4 elements (2000 words) that will cover four essential areas for effective restaurant management

- Section 1 – Restaurant and Kitchen Structure
- Section 2 – Standard Operating Procedures
- Section 3 – Importance of Leadership
- Section 4 – Employees' Characteristics and Management (Self-Reflection)

Submission

Submission File Name should be as follows:

First Name_Last Name_Student Number

Late submission of the assessment will result in a late penalty mark.

Penalties for late submission: **Up to one-week late, maximum mark of 40%.**
Over one week late, 0%. Only the Extenuating Circumstances Panel may approve a change to submission dates.

Assignment – 4 Element Portfolio

Task1 : Portfolio – 2000 words (+/- 10%)

Portfolio – A case study of XXX Restaurant

Background

Understanding Organisational Structures and Management in Hospitality

Businesses across the hospitality industry operate with varying management and organisational frameworks. A well-defined organisational structure plays a critical role in effective management. As emerging professionals in hospitality and service management, you will be expected to identify and evaluate essential skills that enhance internal communication and contribute to strong and effective leadership.

This task requires you to investigate and analyse how a Food and Beverage (F&B) Director can engage team members across four key areas within the F&B department of a large hotel.

Assignment – 4

Element Portfolio

Section 1 – Restaurant and Kitchen Structure
Section 2 – Standard Operating Procedures (SOPs)
Section 3 – The Role and Importance of Leadership
Section 4 – Employee Characteristics and Management Strategies

Key Considerations:

- Examine the impact of organisational structure in both the restaurant and kitchen settings.
- Evaluate the benefits and limitations of systems such as the Brigade and hierarchical models.
- Define the concept and purpose of Standard Operating Procedures (SOPs).
- Assess the advantages and disadvantages of SOPs in daily operations.
- Explore the influence of management styles and leadership approaches in the workplace.
- Discuss the relevance of personality profiling tools, such as the MBTI test, in managing diverse teams.
- Analyse how employee personality traits interact with various management methods.
- Include examples from a chosen restaurant to support your points.
- Reference real-life industry practices and case studies where appropriate.

Assignment – 4 Element Portfolio

Required Structure: Essay

Cover Page:

- Module Title and Module Code – Effective Management BMGM4000
- Portfolio Title – A Case Study of XXX Restaurant
- Name and Student Number
- Lecturer's Name: Jess Newport
- Submission Date: Friday 16th January 2026

Assignment – 4 Element Portfolio

Introduction (around 10% of your word count)

Explain what the portfolio will be looking at. Define appropriate key terms.

Main body (80% of your word count)

Review the four sections using relevant literature to support. This section will contain several paragraphs and should flow nicely from one section to the next (the golden thread).

Conclusion (10% of your word count)

Summarise your findings, highlighting the benefits of engagement within the hospitality industry.

Assignment – 4 Element Portfolio

As this is a portfolio, it must be structured accordingly with **no section headings or contents page**, each paragraph should flow nicely from one section to the next.

List of References (Not included in word count)

Credible sources, including the reading list: online sources, textbooks, media and industry journals. A minimum of 20 sources (10% of word count). These must also be inserted as in text citations, to support your writing.

Microsoft Word Settings: Arial Font 12, 1.5 Line Spacing, Justified Text

Moodle

Effective Management (BMGM4000)

Course Settings Participants Grades Reports More ▾

 Announcements  

Module Information MODULE INFORMATION	Assessment ASSESSMENT	Resits & Reworks RESIT & REWORKS
Week 1 WEEK 1	Week 2 WEEK 2	Week 3 - ITT Event WEEK 3

Can you access it?

Assessment Marks

Marks are released on Moodle after **20 working days**, but these are **not finalised**.



MyTSD = FINAL MARKS



Break



Food and Beverage

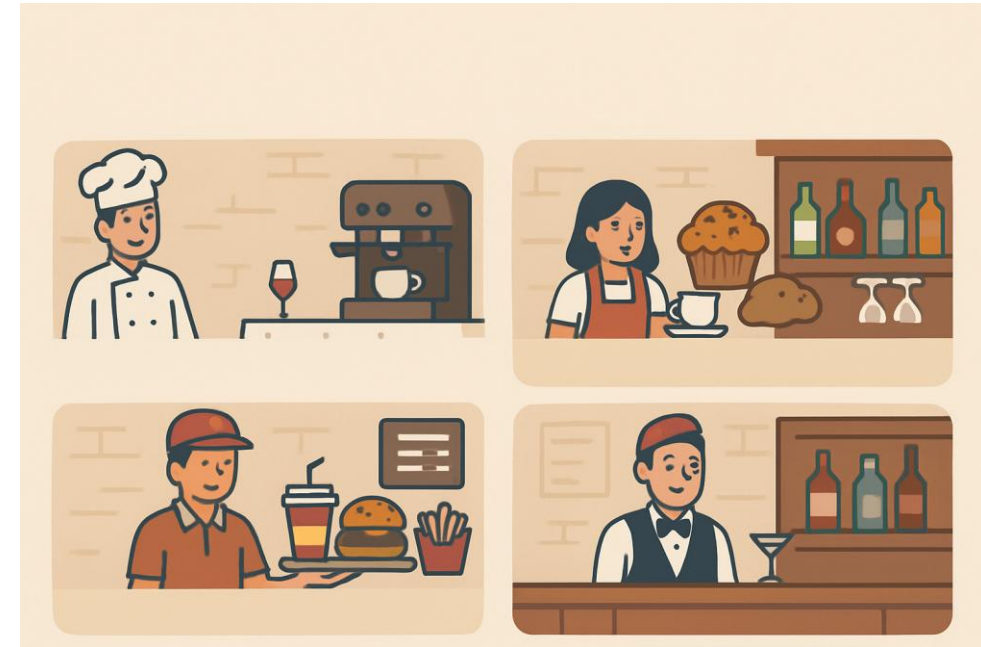
Types of Food and Beverage Operations

Full Service

- Moderate
- Midscale
- Upscale
- Fine dining

Limited Service

- Fast-Food
- Café/snack bar
- Fast-casual
- Cafeteria



Full Service

Moderate - Economical foods are prepared to order in a family-friendly, practical setting

Midscale - Focus on casual dining with mainstream dishes, often feature a bar area and serve alcoholic beverages

Upscale - Superior quality foods with innovative approaches in a relaxed atmosphere and offer higher-end alcoholic beverage menus that include wine, spirits and beer

Fine dining - Serve only the finest quality foods, often farm-to-table, are frequently chef-owned, and create unique menu fare that is visually attractive

Limited Service

Fast Food - Economical foods, vast quantity, by a standardised method that can be dispensed quickly for consumption on the premises or for takeout

Café/Snack Bar – Coffee, drinks and other snacks for consumption on the premises or for takeout

Fast-Casual - Food is prepared to order with fresh (or perceived as fresh) ingredients; units serve innovative food suited to more sophisticated tastes, in an upscale interior design

Cafeteria - Units are primarily engaged in preparing and serving meals for immediate consumption using cafeteria-style or buffet serving equipment; self-service non-alcoholic beverage dispensing equipment is often available

Restaurant Terminology

BOH – Back of House

Encompasses all the behind-the-scenes areas that customers will not see. This acts as the central command centre because it's where the food is prepared, cooked, and plated before making its way to the customer's table.



FOH – Front of House

Refers to all actions and areas that a customer will be exposed to during their stay at a restaurant, such as the lobby and dining area.



The Brigade System

Auguste Escoffier (1846 – 1935)



Auguste Escoffier (1846 – 1935)



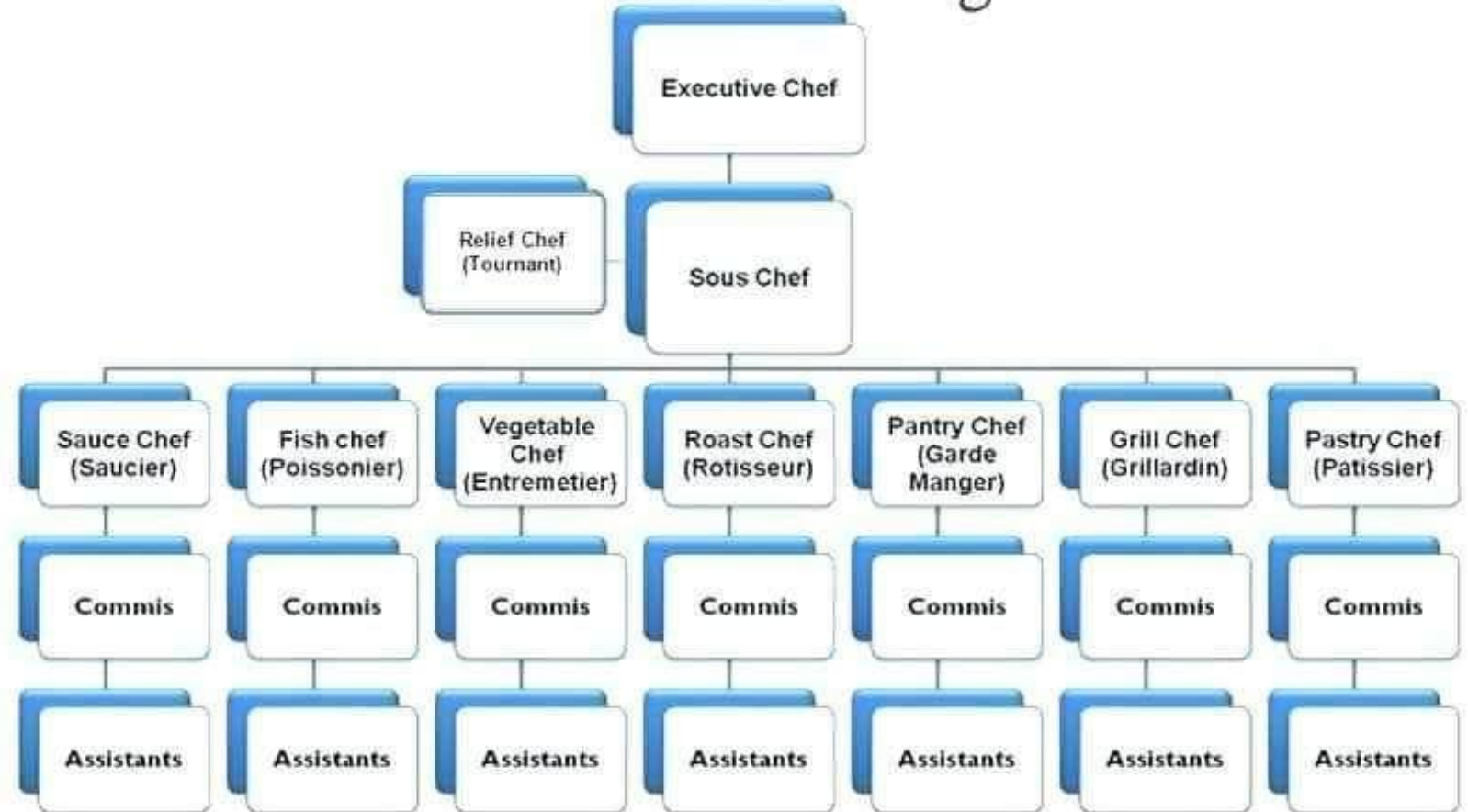
Five French mother sauces: Béchamel, Velouté, Espagnole, Hollandaise & Tomato

Mise en place: 'everything in its place'

Brigade system: Positions and ranks in the kitchen, aimed at creating a more formal structure

1. Chef Exécutif (Executive Chef)
2. Chef de Cuisine (Head Chef)
3. Sous Chef de Cuisine (Deputy Chef)
4. Chef de Partie (Line Cook)
5. Commis Chef (Junior Chef)
6. Garçon de cuisine (Kitchen Porter)
7. Escuelerie (Dishwasher)

Classic Kitchen Brigade

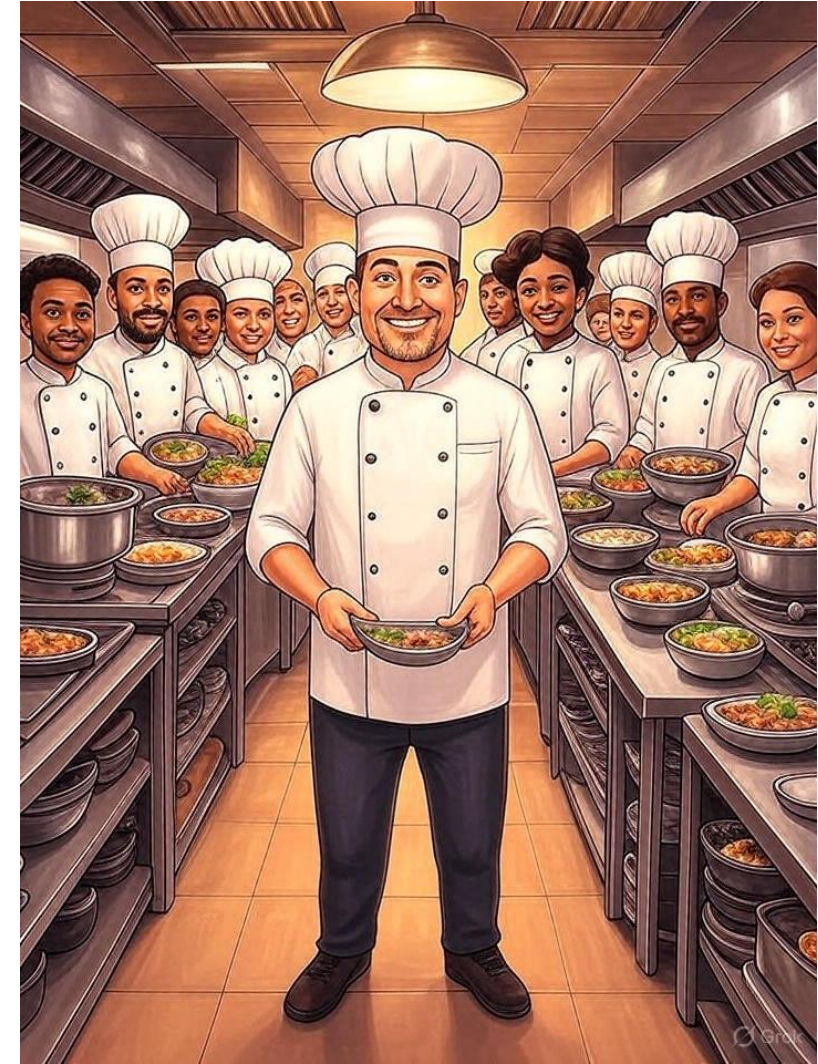




In a kitchen,
everyone is
important

Activity – Group Discussion

Is the kitchen brigade system suitable for every restaurant, or should it be limited to fine dining and larger kitchens?





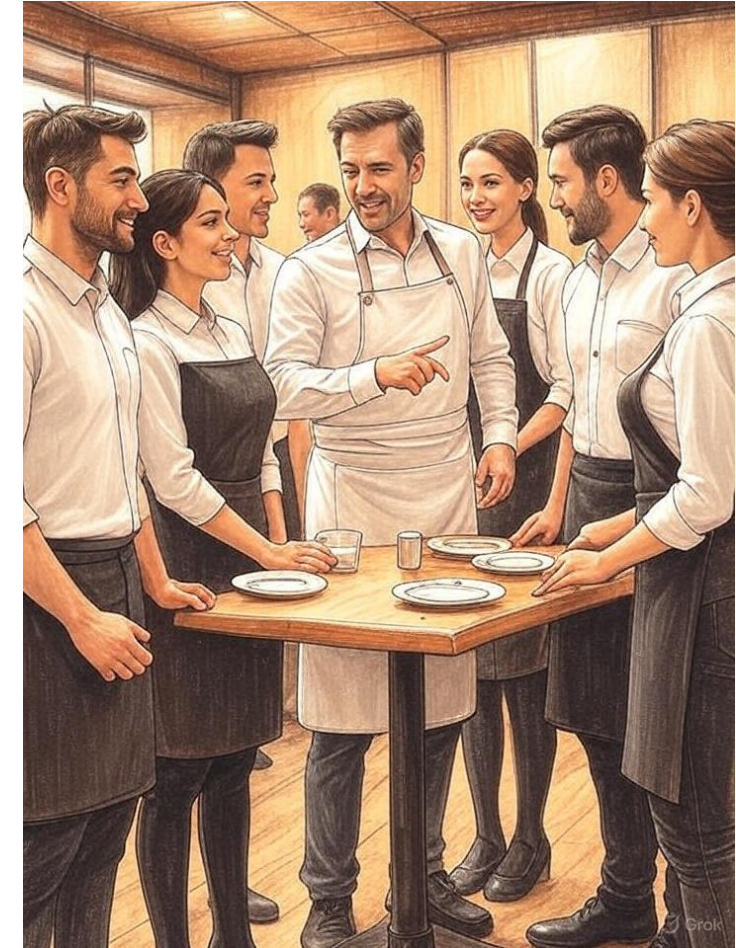
Break



Restaurant Structure

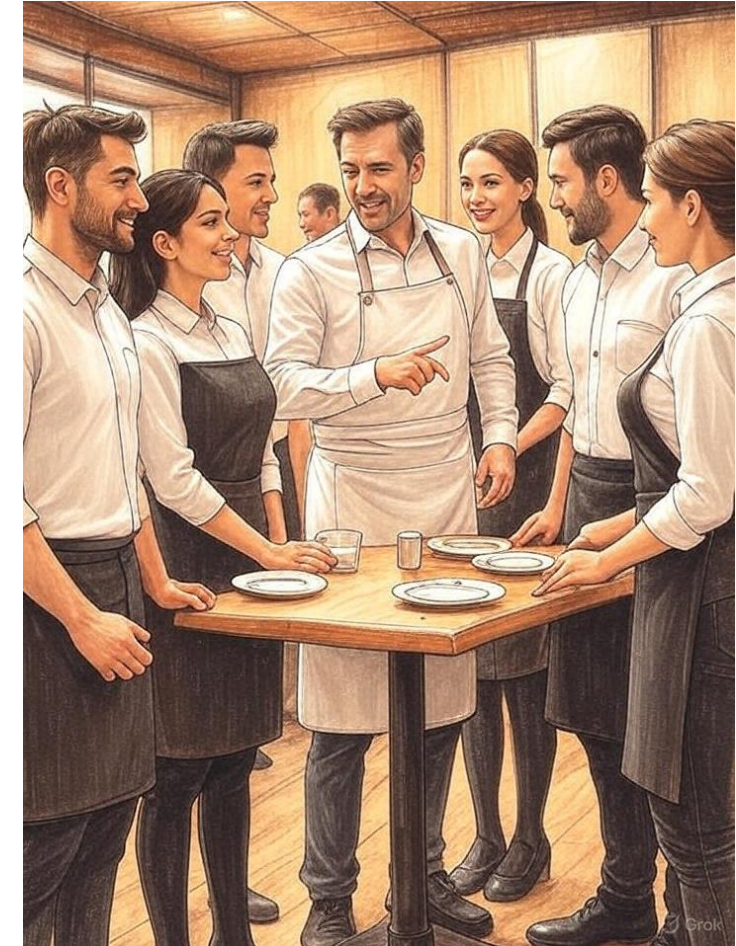
Restaurant Structure - Hierarchal

- General Manager
- Restaurant Manager
- Assistant Restaurant Manager
- Operations Manager
- Floor Manager/Supervisor
- Headwaiter/waitress
- Assistant Headwaiter/waitress
- Waiter/Waitress/Server/Food Runner



Restaurant Structure - Hierarchal

- Head Sommelier
- Sommelier
- Bar Manager/Beverage Manager
- Bartender
- Guest Relation Manager
- Front Desk Manager/ Head Host
- Host/Receptionist
- Cleaner/Back of House



Activity – Group Discussion

What are the responsibilities of the managers and staff?



Roles and Responsibilities – Front of House

Role	Responsibilities
General Manager/Restaurant Manager	Menu Design, Quality Control, Profit Maximisation, VIP Services, RevPash (revenue per available seat hour)
Operation Manager/Floor Manager/Supervisor	Monitor Restaurant Activities, Track Inventory, Make Purchases, Training New & Existing Employees, VIP Services
Head Waiter/Waitress/Supervisor/Assistant Head Waiter/Waitress	Day-to-day Operations, Supervising Junior Team Members
Head Sommelier/Bar or Beverage Manager	Wine Menu Design, Beverage Management, Quality Control, Wine & Spirit Stocking, Beverage Purchasing
Guest Relations Manager	PR, Marketing, Event Management, VIP Management
Front Desk Manager/ Head Host	Greeting, Welcoming, Seating, Booking
Server/Food Runner	Day-to-day Operations, Cleaning

Activity – Group Discussion

What do you think are the advantages and disadvantages of the brigade system and the hierarchal restaurant structure?



Advantages	Disadvantages
Efficiency	High Stress Environment
Specialisation	Abuse (Emotional, Physical, Verbal)
Development Pathway	Stifles Innovation & Adaptability





Any Questions?

1. What is Management & Leadership?
2. Function of Management
3. Management Tools
4. Case Study – Hell's Kitchen



Reference List

National Geographic. (2015) The Birth of the Recipe | National Geographic [online], available at:
<https://www.youtube.com/watch?v=learnWS368L8&t=74s>