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Effective Management

BMGM400

Add assessment title.

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Introduction

Effective management plays a vital role within the hospitality industry. Understanding the importance of leadership and management skills within the framework of restaurant operations highlights the essential role of effective management through collaborative teamwork and the successful delivery of quality service. Various operational challenges emerge, including issues related to day-to-day functions, comprehensive technical knowledge is required across all departments, compliance with industry standards, meticulous planning and organisational strategies, variations in management approaches, and the critical consideration of health and safety measures.

Every organisation aims to align human efforts with the achievement of its objectives. Regardless of their stated purposes, organisations are made up of individuals with their own personal interests. Even when these individuals and groups are willing to contribute to organisational goals, the organisation itself must coordinate and guide their efforts toward specific objectives. Therefore, organisations must exert influence or control over people's behaviour to effectively implement their plans and accomplish their goals (Flamholtz, 1996).



Section 1: Restaurant and Kitchen Structure

The kitchen brigade system originated from a specific cultural tradition and, in practical terms, is now only a small minority in the global landscape of food service operations. The system has waned due to increasing labour costs and the demand for quicker service, leading to its breakdown in contemporary culinary practices worldwide (Maier, 2012, p. 111).

Derived from a military philosophy, Escoffier's system labels the kitchen team as a brigade. This organisational structure is characterised by a rigid hierarchy and a predefined division of labour, where specific responsibilities are assigned to various cooks who specialise in particular tasks. (Lortie, J., Cabantous, L., & Sardais, C. 2023)

Food Production 2018



Example of Kitchen brigade at Beach House Oxwich



According to Auguste Escoffier School of Culinary arts (2023) the brigade de cuisine can encompass over 25 different types of chefs working in a kitchen. However, the specific roles within a kitchen brigade can vary, leading to diverse types of chef positions. Apart from the typical chef roles within the brigade, there are also other positions that involve culinary work of a different nature. In a general sense, here are some of the most prevalent roles within the kitchen brigade system:

Position	Responsibilities
Chef de Cuisine (Executive Chef)	The executive chef holds overall responsibility for the entire kitchen. Tasks include menu preparation, ingredient selection, and overseeing the kitchen's operation. They may act as kitchen expeditors, ensuring proper preparation and designation of food. The executive chef may also add finishing touches to dishes. This position requires culinary, communication, leadership, and business skills. It is one of the most prestigious and high-paying roles in the kitchen.
Sous Chef (Deputy Chef)	The sous chef is second-in-command, involved in various kitchen operations. Responsibilities include overseeing other chefs, creating staff schedules, managing inventory, enforcing safety standards, maintaining equipment, and assisting in station work as needed. The sous chef seamlessly balances practical tasks and leadership, supporting the head chef and serving as an heir apparent.
Garde Manger (Pantry Chef)	The garde manger is responsible for preparing chilled dishes such as hors d'oeuvres, salads, charcuterie boards, caviars, and pâtés. This role requires culinary expertise, creativity in food arrangement, and adept food handling skills to maintain the required temperature for dishes.
Pâtissier (Pastry Chef)	The pastry chef creates the dessert menu, selects ingredients and suppliers, oversees pastry cooks, and collaborates with the head chef on menu development. Often hired by

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	fine restaurants, the pastry chef may work independently or supervise a team of pastry cooks. Precision in food presentation and intricate plating is crucial for this role.
Saucier (Sauce Chef)	The saucier is responsible for preparing sauces, soups, stews, stocks, broths, gravies, and sometimes pasta or desserts. This role demands knowledge and skill in seasoning sauces to perfection and achieving the right consistency. Despite the name, sauciers have a broad range of responsibilities beyond sauces.
Commis Chef (Line Cooks)	Line cooks are the primary cooks responsible for various cooking tasks. A headline cook, also known as a chef de partie, oversees apprentices for specific stations. Line cooks need diverse culinary skills, including basic techniques, flavour and seasoning knowledge, knife skills, and more. They play a crucial role in the day-to-day cooking operations of the kitchen.

Subsequently, Erict_Culinarylore (2016) the dining room staff serves as the crucial link between customers and the culinary team. Like the kitchen brigade system, a traditional chain of command is present in the dining room. Nowadays, dining room staff is typically more streamlined, reflecting shifts from Escoffier's era when numerous final preparations occurred tableside. Leading this structure is the dining room manager, responsible for aligning service policies and quality expectations with owners or managers. The manager oversees the entire dining room operation, trains team members, ensures service commitments are met, supervises staff, organizes seating, and collaborates with the chef to finalise daily menus.

Position	Responsibilities
Maître d'hôtel or General Manager	Originally the house manager, the Maître d'hôtel is now often referred to as the general manager. This individual oversees the entire dining room operation, manages staff, assists with wine selection and service, organizes seating, and may confer with the chef on the menu.
Floor Manager or Floor Supervisor	In some restaurants, the floor manager functions as an assistant maître d, directly supervising dining room staff to support the dining room manager. Also known as an assistant dining room manager, this position lightens the load of the dining room boss.

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Chef de Salle Head Waiter, or Head Waiter	Traditionally, the chef de salle was the dining room manager under the Maître d'hôtel. Today, the term head waiter is more commonly used. The head waiter oversees the dining room staff and ensures smooth service.
Chef de rang, Chef d'etage, or Captain	The chef de rang, also known as the captain or front waiter, is in charge of a specific set of tables or station. Responsibilities include managing assigned tables, ensuring customer satisfaction, and overseeing station cleanliness.
Demi-chef de rang or commis de rang	Also known as a busboy, bus person, or back waiter, this position involves clearing dishes between courses, filling water glasses, and cleaning tables after guests have vacated. Duties may vary depending on the establishment.
Chef de Vin, Sommelier, or Wine Steward	Responsible for wine service, the sommelier or chef de vin chooses wines for purchase, prepares the wine list, and assists guests in selecting wines that complement their meals. The wine steward then serves the chosen wines.



Section 2: Standard Operation Procedure

To attain the business objectives of the company, maintaining high levels of quality is imperative. Quality, serving as a competitive advantage, should be a distinguishing feature of the company's products and services. It is crucial to understand that high quality is not an additional benefit; rather, it is a fundamental prerequisite. Quality extends beyond the final products and services, encompassing how employees perform their tasks and the processes they employ in delivering products or services. These work processes should strive for maximum efficiency and ongoing enhancement. The company's most vital resource for enhancing quality is its employees. Every employee across all organizational units bears the responsibility of ensuring the efficiency and continual improvement of their work processes Manghani (2011, p.34).



A standard operating procedure (SOP) should be readily accessible in the location where work is conducted. SOPs facilitate the consistent implementation of processes and procedures, ensuring that even with changes in personnel, organizations can prevent inconsistencies and mitigate safety risks Frank, D., (2010). SOPs are dynamic documents that provide detailed written instructions outlining specific steps to be followed in all activities under predefined conditions Akyar I. (2012).

International Organization for Standardisation

Weak Transition

"ISO is an independent, non-governmental international organisation. It brings global experts together to agree on the best ways of doing things, from making products to managing process (ISO, n.d.)."

10

The importance of implementing ISO standards for management systems has been widely recognised globally by the hospitality industry. Academies have argued that implementing these standards can impact the sustainable development and efficiency of an organisation (Levkulych and Momot, 2021)

Having an ISO certification can be seen as a competitive advantage. A good quality management system enables an organisation to be equipped with stringent auditing processes and promote good practice.

Section 3: Regulation and Legislation

The existence of two perspectives on a single phenomenon, termed legislation and regulation, can potentially lead to confusion. When referring to 'legislation,' we are indicating the authoritative and constitutionally controlled form in which laws are framed, along with the processes leading to their enactment. On the other hand, 'regulation' denotes a public intervention in a market or in society, serving as a tool of governance. While there is considerable overlap between legislation and regulation, as many regulations are structured in the form of legislation, it's important to note that not all regulation requires the formality of legislation, and conversely, not all legislation qualifies as regulation (Xanthaki and Karpen, 2017).

11

Regulations and Legislations that govern hospitality industry

Health and Safety Work Act 1974

“The primary piece of legislation covering occupational health and safety in Great Britain.”



Health and Safety
Executive

Health and Safety Law What you need to know

Large print

All workers have a right to work in places where risks to their health and safety are properly controlled. Health and safety is about stopping you getting hurt at work or ill through work. Your employer is responsible for health and safety, but you must help.

What employers must do for you

- 1 Decide what could harm you in your job and the precautions to stop it. This is part of risk assessment.
- 2 In a way you can understand, explain how risks will be controlled and tell you who is responsible for this.
- 3 Consult and work with you and your health and safety representatives in protecting everyone from harm in the workplace.
- 4 Free of charge, give you the health and safety training you need to do your job.
- 5 Free of charge, provide you with any equipment and protective clothing you need, and ensure it is properly looked after.

1 of 4 pages

Health and Safety
Executive

- 6 Provide toilets, washing facilities and drinking water.
- 7 Provide adequate first-aid facilities.
- 8 Report major injuries and fatalities at work to our Incident Contact Centre: 0345 300 9923. Report other injuries, diseases and dangerous incidents online at www.hse.gov.uk.
- 9 Have insurance that covers you in case you get hurt at work or ill through work. Display a hard copy or electronic copy of the current insurance certificate where you can easily read it.
- 10 Work with any other employers or contractors sharing the workplace or providing employees (such as agency workers), so that everyone's health and safety is protected.

What you must do

- 1 Follow the training you have received when using any work items your employer has given you.
- 2 Take reasonable care of your own and other people's health and safety.
- 3 Co-operate with your employer on health and safety.
- 4 Tell someone (your employer, supervisor, or health and safety representative) if you think the work or inadequate precautions are putting anyone's health and safety at serious risk.

Health and Safety
Executive

This leaflet is available in priced packs of 10 from HSE Books, ISBN 978 0 7176 6563 1. A web version can be found at: www.hse.gov.uk/pubns/lawlarge.pdf. The information in this leaflet is available in a number of formats.

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Health and Safety
Executive

If there's a problem

- 1 If you are worried about health and safety in your workplace, talk to your employer, supervisor, or health and safety representative.
- 2 You can also look at our website for general information about health and safety at work.
- 3 If, after talking with your employer, you are still worried, you can find the address of your local enforcing authority for health and safety and the Employment Medical Advisory Service via HSE's website: www.hse.gov.uk

Fire safety

You can get advice on fire safety from the Fire and Rescue Services or your workplace fire officer.

Employment rights

Find out more about your employment rights at: www.gov.uk

Add citation to table, figure, image

Published by the Health and Safety Executive 12/14

General Data Protection Regulation 2018

The Data Protection Act 2018 serves as the UK's adoption of the General Data Protection Regulation (GDPR). It establishes stringent rules, known as 'data protection principles,' that all individuals handling personal data must adhere to. These principles mandate that personal information should be used fairly, lawfully, and transparently, for specified and explicit purposes, and in a manner that is adequate, relevant, and limited to what is necessary. Additionally, the data must be accurate, kept up to date, retained for only as

long as necessary, and handled with appropriate security measures to safeguard against unlawful or unauthorised processing, access, loss, destruction, or damage.



Food Standards Act 1999

The primary objectives are to establish the Food Standards Agency, empowering it with functions and powers while transferring specific responsibilities related to food safety and standards. The Act outlines the agency's overarching mission to safeguard public health concerning food. It grants the agency authority to intervene in the consumer's interest at various stages throughout the food production and supply chain.



Although the concepts of regulation and legislation may be confusing, it is essential to understand that both are governed by the law and require strict adherence.



Section 4: Management and Leadership (Self Reflection)

According to Giuosmpasoglou et al. (2022) restaurant industry faces challenges in effectively handling labour expenses and attracting and retaining skilled personnel, particularly in kitchen roles. To address these issues, establishments are exploring innovative solutions by focusing on

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employee motivation, incentives, and empowerment. Ensuring chefs and cooks have access to the necessary resources, tools, and equipment is crucial for optimal task performance. Therefore, prioritizing the recruitment of knowledgeable kitchen staff is essential for success (Giuosmpasoglou et al., 2022, p.1997).

16

I took the MBTI personality test, and the results indicate that I am a Protagonist. Protagonists are uplifting optimists, eager to take decisive action in pursuit of what they believe is the right course of action (*16 personalities*, n.d).

During my placement at Beach House, there are instances where I take the lead at a particular station, working alongside a student and a kitchen porter. In these situations, I take on the role of teaching them specific tasks according to my standards. I approach this responsibility calmly, demonstrating and explaining the job in a way that is easy for them to understand. Despite facing considerable pressure at times, leading to a temporary dip in my standards, I consistently regroup and push back, ensuring that the quality of work meets the desired standards.

Vague

17

Conclusion:

Effective management goes beyond merely pushing employees to improve performance; it also includes treating them with respect and prioritizing their happiness. In reality, there is no definitive "right" management style, as its appropriateness varies based on different people's perspectives LSBF Staff (2018).

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Although regulations, legislation, policies, and procedures are in place, their effectiveness greatly depends on competent and effective management. In the absence of effective management, even the most comprehensive regulations and policies may fall short in achieving their intended outcomes. Effective leadership ensures that these frameworks are not only in existence but are also implemented and enforced consistently, fostering a culture of compliance and accountability within the organisation. Effective management lead to high work productivity increase employee morale and work efficiency.



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FINAL GRADE

48/100

GENERAL COMMENTS

In order to improve your referencing, please book a session thorough the website:

<https://outlook.office365.com/owa/calendar/LLRSkillsBookingCopy@uowtsd.onmicrosoft.com/bookings/>

PAGE 1

Strikethrough.

Text Comment. Add assessment title.

PAGE 2

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PAGE 3

Strikethrough.



Comment 4

What is the purpose of the portfolio?

PAGE 4

Strikethrough.



Comment 6

Full stop should be after the in-text citation.



Comment 7

Need further evaluation.

Add citation to table, figure, image

This type of source (table, figure, or image) also needs a citation. When adding a table, figure, or image, it is important to share where the source was retrieved. Include the appropriate citation for this item.

PAGE 5

Add citation to table, figure, image

This type of source (table, figure, or image) also needs a citation. When adding a table, figure, or image, it is important to share where the source was retrieved. Include the appropriate citation for this item.

PAGE 6

PAGE 7



Comment 8

You have very good understanding in the role and responsibility. However, limited evaluation in how the structure impact the business performance / customer experience.



Comment 9

This is the benefit of SOP but where is the explanation? You have to link it to the SOP.

PAGE 8

Weak Transition

Weak paragraph transition:

Although paragraphs are separate, individual steps of your paper, it is important to clearly demonstrate a logical connection between them. Generally speaking, the way your paragraphs relate to one another displays how sound your argument really is. A paragraph that begins with "also" or "in addition" offers a weak transition from the previous point, even though it may develop a highly interesting and related point.



Comment 10

ISO is a tool to achieve SOP. However, you have to explain how can you use ISO but not describe it.



Comment 11

Good understanding in the difference between legislation and regulation.

PAGE 9



Comment 12

Too small. Why this is important?



Add citation to table, figure, image

This type of source (table, figure, or image) also needs a citation. When adding a table, figure, or image, it is important to share where the source was retrieved. Include the appropriate citation for this item.

PAGE 10



Comment 13

How its affect the restaurant?



Comment 14

Need example to support.



Comment 15

You have outlined few legislation act only. You have to evaluated the impact of the act.

PAGE 11



Comment 16

Italic



Vague

Unclear:

When making a point in one of your body paragraphs, one of the most common mistakes is to not offer enough details. A paragraph without much detail will seem vague and sketchy. A paper is always strengthened when your claims are as specific as possible, The more detailed evidence you offer, the more reference points your reader will have. Remember that you are communicating your argument to a reader who has only your description to go by. Someone who reads your essay will not automatically know what you mean to express, so you have to supply details, to show the reader what you mean, not just tell him or her.



Comment 17

Need example to support your ideas.

PAGE 12



Comment 18

Break page

PAGE 13

Strikethrough.

QM

Check references

Check this page for accuracy of referencing.

PAGE 14

GRADING FORM: EFFECTIVE MANAGEMENT LV4

JEF PASCUAL

48

ENGAGEMENT WITH LITERATURE /10

You should incorporate information about your chosen restaurant, from credible sources, this can be from the organizations own website in part but must also include text-based information from industry journals and reference books. You must include a minimum of 15 reference sources, and these must be accurately cited within the essay text.



Few mistakes n referencing.

Consider reference in the job and responsibilities.

You have vary sources with good engagement in literature review.

5

KNOWLEDGE AND UNDERSTANDING/30

You should show an understanding of the principles of restaurant operation in this context, specific to organization culture, structure and market positioning. This should also be supported by your ability to demonstrate an understanding of the information that you have learned about the specific restaurant also. You have to show an

understanding in legislation and regulation as well. Please clarify the difference between legislation and regulation. You have to show your understanding in the importance of MBTI-test in management. What is the reason to conduct a personality test? How its affect the management and leadership style? How its affect your future career choice?



You have very good understanding in subject knowledge, the difference between legislation and regulation; the importance of management and SOP. However, you need scholarly source to support your work.

19

COGNITIVE AND INTELLECTUAL /30

You should be able to show an appreciation for the decisions that the restaurant operators have made, and the way in which you may have changed if you were the manager. You should be able to compare and contrast your chosen restaurant with others within the similar concept/ structure and give some examples of why they have decided to offer the product that they do for example. You should analysis the reason to conduct a personality test? How its affect the management and leadership style? How its affect your future career choice?



limited evidence in ability of analysing. Your work is mainly descriptive. You should apply the theory with analysis.

12

PRACTICAL SKILLS /10

By compiling this essay, you should be able to demonstrate an understanding of restaurant operation from different perspective, for example, menu design, location, company culture and customer perceived value, how this works in the practical sense, and by writing in a professional style allow the reader to gain an understanding of your

competency within this subject, and how you might work as an influencer within the restaurant, being able to support operations.



Over word limit.

Limited evaluation in how the theories impact the business.

4

TRANSFERABLE SKILLS /20

You should use the Myers–Briggs Type Indicator (MBTI) test result for your self-reflection. You can analysis your personality and the skill gaps in the certain roles with the management theories support.



Be careful your head note. Your organization has a room to improve.

8

The self-reflection is too general. What can you do specially to improve your strength and weaknesses to achieved effective management?