

Report

by Moustafa Soliman

Submission date: 01-Nov-2024 03:19PM (UTC+0000)

Submission ID: 241514449

File name: 28119_Moustafa_Soliman_Report_597754_169724624.docx (27.19K)

Word count: 2341

Character count: 14206

Moustafa Soliman

Student Number: 2023529

BMGM5004

Antoinette Milne

Report: Restaurant Management and Leadership

In the restaurant industry, effective management and leadership skills are crucial for ensuring a successful operation.  Good restaurant management ensures that an establishment runs smoothly. It involves, but isn't limited to, effective staff management, customer service, inventory control and sufficient financial oversight (Francis, 2023). Understanding the various dimensions of restaurant management and developing the skills required, such as interpersonal and organisational abilities, is essential for aspiring managers. This essay  analyse the competencies and knowledge necessary for effective restaurant leadership, drawing on personal experiences and academic literature to present a comprehensive overview.

At the core of restaurant management are leadership qualities that enable managers to motivate their teams. Without a good leader to guide the team, they are lost. Strong leaders are characterised by their ability to communicate effectively and in result foster a collaborative environment. Poor communication creates misunderstandings.  In addition, according to Kinsey and McMahon (2018), exceptional leaders can adapt their leadership styles to fit various situations, demonstrating flexibility and emotional intelligence. This is critical in the industry, as managers must often respond to challenges quickly.  During my experience in a fast-paced restaurant environment,  I observed how a manager's ability to remain calm under pressure was crucial to guiding staff and maintaining service quality. Many restaurant owners depend on their employees to keep the establishment functioning, but they do not fulfil their role in establishing smooth operations behind the scenes which is vital to the success of such businesses.  To be a good leader in the

restaurant industry, you must learn to communicate your expectations and ensure that each member of your team understands their role whilst also keeping calm and collected.  7

Moreover, effective restaurant management requires a thorough understanding of operational processes such as controlling the finances and inventory.  8 Restaurant inventory management is the process of managing and tracking all the food, beverages, supplies, and equipment that are used in a restaurant. It involves monitoring the levels of inventory, ordering new items when necessary, and keeping track of all incoming and outgoing stock (Berthelsen, 2024). Managers must understand budgets, profit margins, and cost control methods to ensure the restaurant's financial health (Harrison & Van Hoek, 2011).

Berthelsen (2024) continues, successful management of inventory  9 reduces prime costs which are the cost of goods sold and labour costs. These two expenses can make up 60-70% of a restaurant's total revenue. Implementing an effective inventory management system can help reduce both of these costs. Therefore, it is imperative that a restaurant can manage its stock to match different demands as it cannot be predicted what customers will choose to order on any given

 10. Customers' orders are unpredictable and may suddenly change which can result in overstocking and waste. However, a drop in demand can lead to shortages and dissatisfied customers (Dzierlatka, 2024). I witnessed good inventory control in my role in a restaurant  11 through the adoption of the first in first out (FIFO) method. This method is used in hospitality establishments to ensure food products are rotated according to their expiration or use-by dates. Therefore,  12 leading to minimal waste as all products are used before their expiration. I also carried out routine inventory counts to ensure only a set amount of each product was to be on the shelf for use.

Moreover, it is vital that managers possess strong problem-solving skills to address any issues that may possibly arise during service.  13 Parthy and Hsiao (2020) emphasise the importance of troubleshooting abilities, stating that proactive managers can foresee potential challenges and implement strategies to mitigate them. In a restaurant setting, issues can often arise without warning. Having robust problem-solving skills allows you to swiftly identify the problem, think on your feet and come up with an effective solution that balances satisfying the customer with the

objectives of the business and team members (Indeed, No Date). In my role, I had the opportunity to engage in daily reconciliations and through resolving discrepancies in inventory management, the necessity for attention to detail and systematic approaches to problem-solving was made apparent to me. For example, the restaurant had sold out of the special of the day. To minimise complaints, I quickly proposed an alternative dish on the menu to become the special ensuring no customer left dissatisfied.  14

Information management also plays an extremely vital role in restaurant operations. When managing a restaurant one of the most important things to consider is the kind point-of-sale (POS) system needed. Such systems enable businesses to efficiently place orders and obtain payments. POS systems improve order fulfilment as they have features which help to manage stock levels. The use of POS systems allows managers to also track sales and analyse customer preferences. This is done while decreasing order mistakes, stress, and waiting times.  15

As highlighted by Jones (2019), integrating technology into restaurant management can enhance decision-making and operational efficiency. For instance, my experience in utilising the POS systems enabled me to generate reports that informed staffing needs and menu adjustments.  16  17 Demonstrating the value of such strategies in enhancing business performance. However, new employees may be unfamiliar with everything in their new place of work, especially the POS systems, so it's essential to be patient with them and allow them time to grow their knowledge. A good leader recognises common restaurant challenges like this and keeps them in mind when training up new staff members and managing their expectations. The better the staff are prepared, the more confident they will be when uncertain circumstances arise (No Name, 2023).  18

POS systems also allow for online ordering integration. In this current day and age, it is imperative that customers have the ability to look at a digital menu and place orders from wherever they want. This allows for more custom. Whilst working at a restaurant, it was quickly apparent that a great proportion of custom was from the online platform.  19  20 The POS system substantially allowed for ease whilst picking and packaging orders for delivery.

Self-management is another critical aspect of effective restaurant leadership. Managers must navigate their own development while guiding their teams. This includes setting a positive example and creating a good work ethic based on continual improvement. According to Burke (2021), self-reflection is essential for personal growth in leadership roles. My practice of seeking feedback from colleagues and supervisors allowed me to identify areas for improvement and create actionable plans for my professional development. Goleman (2000) discusses emotional intelligence as a key factor in leadership success. In my role, I learned the importance of self-regulation when faced with high-stress situations, such as busy weekend services, to maintain composure and lead my team effectively. To excel in this demanding role, you need to constantly evaluate your performance and seek ways to improve. One of the most effective ways to do this is through self-reflection.

Self-reflection is the process of examining thoughts, feelings, actions, and outcomes in relation to your goals and standards (No Name, 2020). Self-reflection can really help a person to identify their strengths and weaknesses whilst learning from their mistakes. It can also ensure that future actions can be planned way ahead of time. By reflecting on past experiences, you can generate new ideas and experiment with new techniques. For example, self-reflection can push a restaurant manager to create new unique dishes as they reflect on their signature style and try to enhance their reputation as a culinary connoisseur.

Additionally, effective communication is paramount in managing relationships with both staff and customers. Smith et al. (2020) highlight that transparent communication fosters trust and understanding within teams, which is particularly significant in high-pressure environments. During my placement, I learned the importance of active listening and providing constructive feedback to staff. This facilitated a more engaged and motivated workforce. A shared vision approach is supported by Kouzes and Posner (2012), who emphasise the importance of inspiring a shared vision. It is especially important for a manager to share their objectives with the staff in order to clarify and relay exactly what is expected of them to satisfy the needs of both the restaurant and its customers. Managers should do more than train staff on the basic operations, they must share their long-term goals and objectives so that staff can work towards and contribute to these goals. In my restaurant I found that a direct approach had been taken and staff meetings were arranged daily to

discuss the manager's vision. It is apparent that when a leader is direct and clear, each team member will be set up for success as every individual had clear and sufficient knowledge of all processes and protocols to enable them to do their job to the best of their ability.

Furthermore, the ability to analyse and interpret customer feedback is also crucial for refining the restaurant's menu and service quality. Customer satisfaction is vital for the success of any restaurant, regardless of its size, location or quality. It is often very difficult for restaurant owners to understand what is wrong with their establishments as they are very biased in their opinions. Utilising feedback and conducting surveys provide invaluable insights into the customer experience. The more satisfied customers are, the more likely they are to return regularly and spend more money. As discussed by Nelson and Whitfield (2021), businesses that prioritise customer feedback are better equipped to adapt to changing preferences and improve overall satisfaction. It was discovered that even after just one negative experience, 51% of customers will never do business with that company again (Graves, 2024).

In my own personal experience, responding to customer inquiries and complaints positively, influenced our team's approach to service and ultimately enhanced customer loyalty as these customer's returned to the business for further custom. Customer feedback is an extremely valuable resource as it can help a restaurant gain valuable insight into the aspects of the business that are difficult to observe directly. A great tactic used by my restaurant was an automatic email being sent to each customer who used our online booking system to obtain a table. This email would be sent after their reservation and would contain a link to TripAdvisor where the customer could rate the restaurant out of 5 stars and leave a review. At the end of each week these reviews would be read, taken onboard and responded to. Every ounce of feedback was absorbed, and new methods of working would be implemented to rectify the grievance.

In conclusion, effective restaurant management and leadership encompasses a wide range of skills. These skills are essential for navigating the complexities of the industry. From developing interpersonal skills through effective communication, to mastering operational processes and utilising the technology

that's available, such as POS systems, each element plays a pivotal role in achieving success. My own experiences have highlighted the significance of adaptive leadership, proactive problem-solving, self-management, and effective communication. As the restaurant landscape continues to evolve, ongoing learning and self-reflection remains crucial for aspiring managers to thrive in this dynamic culinary field. Efficient and effective restaurant management is the key to ensuring profitability and maintaining a positive reputation in an industry where customer satisfaction is vital.

References

Berthelsen, C. (2024) The Definitive Guide to restaurant Inventory Management. <https://www.fourth.com/article/restaurant-inventory-management#:~:text=Restaurant%20inventory%20management%20is%20the%20process%20of%20managing,keeping%20track%20of%20all%20incoming%20and%20outgoing%20stock.>  34

Brown, D.R (2019) 5th Edn. The Restaurant Managers Handbook. How to set Up, Operate, and Manage a Financially Successful Food Service Operation. Atlantic Publishing Group Inc. Florida.  35

Burke, R. (2021). Leadership development: Opportunities for self-reflection and growth. *International Journal of Hospitality Management*, 97, 102208.  36

Crilly, J., Frow, P., & O'Loughlin, D. (2020). Service experience: The role of active listening. *Journal of Service Research*, 23(3), 295-310.

Dzierlatka, J. (2024) '10 common restaurant Problems & Solutions to solve them,' UpMenu, 11 June. <https://www.upmenu.com/blog/restaurant-problems-and-solutions/>.

Essential Lasch, O. (2021) Principles of Management. Practising ethics, Responsibility, Sustainability. Sage London.

Francis (2023) Behind the scenes: unveiling the secrets of effective restaurant management. <https://restaurantmanagement.co.uk/what-is-management-in-a-restaurant/>.

Further Heppell, M. (2015) Five Star Service: How to deliver Exceptional Customer Service, Pearson, London.

Further Johnston, R. Clark, G. & Shulver, M. (2012) Service Operations Management, Pearson, London.

Further Tesone, V. (2014) Principles of Management for the Hospitality Industry, Butterworth Heineman, Oxford.

Goleman, D. (2000). Emotional Intelligence: Why It Can Matter More Than IQ. Bantam Books.

Graves, A. (2024) 'The importance of restaurant customer satisfaction,' Bloom Intelligence, 18 July. <https://bloomintelligence.com/blog/the-importance-of-restaurant-customer-satisfaction/>.

Harrison, A., & Van Hoek, R. (2011). Logistics Management and Strategy: Competing Through the Supply Chain. Pearson Education

Indeed (No date) *Explore the most important soft and hard restaurant manager skills, find ways you can improve them and find out how to showcase them in job searches.* Available at: <https://uk.indeed.com/career-advice/cvs-cover-letters/restaurant-manager-skills> (Accessed: 31 October 2024).

Jones, P. (2019). The impact of technology in restaurant management. *Journal of Hospitality Technology and Management*, 48, 15-28.

Kinsey, J. & McMahon, S. (2018). Adaptive leadership in hospitality: Strategies for effective management. Cornell Hospitality Quarterly, 59(2), 61-73.

Kouzes, J. M., & Posner, B. Z. (2012). The Leadership Challenge: How to Make Extraordinary Things Happen in Organizations. Wiley.

Kwortnik, R. J., & Thompson, G. M. (2009). Unifying Service Marketing and Operations with Service Experience Management. Journal of Service Research, 11(4), 389-406.

Matzler, K., & Schmitt, P. (2014). How to Use Crisis Management to Stabilize Your Brand. Journal of Marketing Research, 51(3), 333-349.

McCarthy, J., & Hsiao, Y. (2020). Troubleshooting in restaurant management: Strategies for success. *International Journal of Restaurant Management*, 17(1), 22-35.

Nelson, B., & Whitfield, A. (2021). The importance of customer feedback in restaurant operations. *Service Quality and Management Review*, 10(4), 45-60.

No Name (2023). How can self-reflection help you improve your performance in Culinary Management? <https://www.linkedin.com/advice/3/how-can-self-reflection-help-you-improve-your-uzyfe>.

No Name (2023). Vital leadership skills for restaurant owners and managers. <https://www.touchpos.com/blog/leadership-skills-for-restaurant-owners-and-managers#:~:text=How%20Restaurant%20Owners%20Provide%20Leadership%20During%20Uncertainty%20,Gain%20Respect%20from%20Workers%20and%20Your%20Community%20>.

Stone, J. (2020). Restaurant Technology: An Overview of the POS Systems Revolution. *Food & Beverage Magazine*.

AI Acknowledgement

I confirm that I have not used any AI tools in the research and creation of this assignment. I confirm that I have not presented any AI generated materials as my own work. I confirm I have copies of my drafts, notes, and other resources I used, which I may be asked to provide in evidence.

Report

GRADEMARK REPORT

FINAL GRADE

41 /100

GENERAL COMMENTS

This paper has been IV'd by Jessica Newport as second marker, who agrees with the mark and comments given by Antoinette Milne as first marker.

PAGE 1



Comment 1

This requires an in-text citation to support the statement.



Comment 2

This is meant to be a report.



Comment 3

These statements require in-text citations for support.



Comment 4

This requires an in-text citation to support the statement.



Comment 5

It is important to be specific and mention the restaurant/s names.



Comment 6

This requires an in-text citation to support the statement.

PAGE 2



Comment 7

This requires an in-text citation to support the statement.



Comment 8

This requires an in-text citation to support the statement.



Comment 9

Please review the grammar.



Comment 10

This requires an in-text citation to support the statement.



Comment 11

It is important to mention the restaurant.



Comment 12

By including a comma after, "dates", "therefore", will continue the sentence.



Comment 13

This requires an in-text citation to support the statement.

PAGE 3



Comment 14

It is important to be specific and mention the dish and to provide more detail about this example.



Comment 15

This requires an in-text citation to support the statement.



Comment 16

It is important to elaborate and give examples of the enhanced decisions and operational efficiencies.



Comment 17

This is quite general and it is vital to provide specific examples of the staffing needs and menu adjustments.



Comment 18

This is unclear and requires a traceable in-text citation.



Comment 19

It is vital to mention the restaurant.



Comment 20

It is important to mention how this was apparent.

PAGE 4



Comment 21

This requires an in-text citation to support the statement.



Comment 22

It is important to be specific and provide more details about the circumstances. Also, it is important to state the restaurant and what your role is/was.



Comment 23

This requires an in-text citation to support the statement.



Comment 24

This is unclear and it is vital to have an in-text citation that can be traced.



Comment 25

This requires an in-text citation to support the statement.



Comment 26

It is important to provide specific details about this reflection.



Comment 27

It is important to provide details of how this was measured.



Comment 28

This requires an in-text citation to support the statement.

PAGE 5



Comment 29

This requires an in-text citation to support the statement.



Comment 30

It is important to clarify whether this is for all businesses or restaurant businesses, for example.



Comment 31

This is quite general and it is helpful to explain how this influenced the team's approach.



Comment 32

It is important to mention how this was measured/evaluated.



Comment 33

It is vital to give examples of this.

PAGE 6



Comment 34

Remember to include the date accessed.



Comment 35

This requires an in-text citation to support the statement.



Comment 36

This requires an in-text citation to support the statement.

PAGE 7

PAGE 8



Comment 37

This is unclear.

LITERATURE ENGAGEMENT /15



Many statements require in-text citations for support (please see in-text comments). Some of your in-text citations do not appear to have a name or date (please see in-text comments). It is vital that in-text citations have names and dates and can be traced. You have provided references. Remember to follow The Harvard Reference Guide. It is important to have a variety of academic sources.

6

KNOWLEDGE & UNDERSTANDING /30



It is vital to be as detailed as possible when reflecting, by providing specific examples (please see in-text comments). The reflective examples are quite general. You have demonstrated some knowledge and understanding. More use of concepts and principles supported by research (using in-text citations) is vital. More discussion about information management and how it can inform decision making is important.

13

COGNITIVE & INTELLECTUAL /30



More critical evaluation and analysis of concepts and principles is vital. More detail and specific examples to illustrate concepts and principles is vital. It is quite general in many parts (please see in-text comments). More evidence of research is vital (please see in-text comments).

12

PRACTICAL SKILLS /10



More linking of theory to practice is required. The reflective examples are quite general and more detail and specific examples to illustrate the points are vital.

4

TRANSFERABLE SKILLS /15



Remember to include a Table of Contents and Headings (for a report). You have generally written clearly. The report is meant to be justified and whilst the beginning is, the rest is not (the paragraphs are indented).

6