

Student name: Shelina Jaigirdar

Student ID: 2235135

Programme: BA (Hons) International
Gastronomy Management

Module: Effective Management

Module Code: BMGM4000

Lecturer: Ben Chong

Assignment Title: Portfolio

Content

Effective Management Introduction.....	Page 2
Restaurant and kitchen structure.....	Page 2
Standard operation procedure.....	Page 3
Regulation and Legislation.....	Page 3
Management and leadership (Self-reflection)	Page 4
4 Types of management.....	Page 4
Autocratic (Coercive Management Style)	Page 4
Democratic (Participative Management Style)	Page 4
Laissez-faire (Delegative Management Style)	Page 5
Persuasive (Charismatic Management Style)	Page 5
Conclusion.....	Page 6
References.....	Page 7

Effective Management

Introduction

This module is about the effective management in business. From ensuring that the customers are happy throughout their experience and that they keep returning. There is a hierarchy system in the kitchen which allows operation of the kitchen to run smoothly. In the UK there are legislations that all business must comply with. The management of these businesses must be effective so that mistakes and confusions are kept to a minimum in the running of the back and front of house.

Restaurant and Kitchen Structure

The term, brigade de cuisine is a system which allows the operation of the kitchen in a hierarchy system to go as smoothly as possible. Most kitchens would work according to this system. (Collier, E. 2023, Highspeedtraining.co.uk). A French chef named Georges Auguste Escoffier developed this hierarchy.

At the top of the hierarchy is the Chef de Cuisine who is the head Chef. The Sous Chef is directly under the head chef. After that you would have the Chef de Partie, the Plongeur, which is the kitchen porter, and the Dishwasher called the Escuelerie.

The Chef de Partie's, are specific chefs such as Fry Chef, Grill Chef, Butcher, Fish Chef, Pastry Chef, and the Baker. Lastly at the very bottom of the hierarchy, there would be the Commis Chef known as the Junior Chef. (2.11.23 Select.co.uk)

It is the Chef de cuisines responsibility to ensure the smooth running of the kitchen. They have an input on the menu, manage the expenses, and liaise with suppliers.

The Sous chef works directly under the Head Chef. They are in charge when the Head Chef is off work. They oversee food quality control. They train the Junior Chefs.

There are many dishes that take different amount of time to cook then nicely present, but they must be served at the same time. It is important to manage the kitchen accordingly so the service is efficient as this would make the difference between customers having a wonderful experience and returning to someone else having a bad one and leaving a negative review and not returning.

2

Standard Operation Procedure

To run a successful business, it is vital to follow the standard operating procedures (SOP's). There is a set of procedures for each department, from welcoming and greeting the customers, taking orders, serving techniques, being attentive, to serving and handling complains. It must be ensured that each task is carried out consistently and to the highest standards. With good SOP, the staff will have clear guidelines on how to efficiently perform the tasks. (2.11.23, Revolutionordering.com). This minimises the chances of mistakes and delays. It is a set of guidelines to ensure the tasks are being performed and completed efficiently and systematically. There must be consistency in the quality of the food and drinks that are served. This ensures that all the guests experience the same high-quality food and service. (2.11.23, Team, s).

Regulation and Legislation

All businesses in the UK must comply with legislations. There are finance regulations such as HMRC, tax, payroll, accounting, anti-money laundering and record keeping regulations. There are workers' rights and employment law. For workers and visitors in offices or sites there are health and safety legislations as well as (GDPR) General Data Protection Regulation.

There would be SOP guidelines on how to handle food so no cross-contamination takes place. Staff need to know how to regularly clean and maintain the sanitization. (2.11.23, Nation L)

There are Food hygiene requirements for businesses that must be followed. It is essential that the food served is safe to eat and by following these guidelines and procedures will prevent food poisoning. (2.11.23 Food standard agency).

When new employees are hired there would be an employee boarding process to help them adjust into the environment and help them prepare for their responsibilities daily. (2.11.23 peninsulagrouplimited.com)

Business regulations are in place to modify the employee's behaviour.

3

Management and Leadership (Self-Reflection)

The definition of management given by Kotter (2001) is the planning, organising, budgeting, and monitoring of the business. Leadership encourages and influences staff and managers give orders and instructions.

Managers deal with customer issues and solve problems, especially when customers are not too pleased. A manager should communicate to the kitchen and front of house effectively to build a strong relationship, so the team feel valued and ensure the right information gets passed on accurately to the back of house regarding guest's special diet requirements such as coeliac disease or other needs. (Highspeedtraining.co.uk 6.11.23). Communication is vital so employees know what is expected from them and there are no issues arising from who does what and, tasks get completed. (Michaelpage.co.uk). Effectiveness is when work is done and there are common goals. A structure is strong when there are right people doing the right jobs with shared mindset. (Journals.sagepub.com 7.11.23)

The five functions of management are planning, organizing, staffing, directing, and controlling. (Managementstudyguide.com 6.11.23). The plan is what a course of action should be. Economic climate, cash flow and resources are part of planning. Assigning the activities is organizing. Staffing is about putting the right person on the right job. Directing deals with supervising and leading. Controlling is to check and ensure that the progress is made for the outcome and for action to be taken, if necessary.

4 types of management

Autocratic (Coercive Management)

This management has strict control over every decision. Although these decisions would be made promptly and fuss free, the employees would lose creativity and feel demoralised. (Simply psychology 7.11.23)

Democratic (Participative Management)

Democratic leadership is used in education and government. They expect a level of input from their employees through surveys or feedback and allows them to share ideas.

4

This kind of leadership was the 16th president of the United States, Abraham Lincoln who was a visionary leader. He did not have a problem with his members challenging him if they disagreed. Employees feel valued and have job satisfaction. The disadvantage is when members may not feel confident to speak to big groups or avoid coming forward with important ideas. This style may not work with uneducated, or unskilled workers and there will be issues of blame of failure. (Betterup.com 7.11.23)

Laissez-faire (Delegative Management)

This management trusts the skills of employees and delegates tasks to them, this gives them power and control. Team members need to use the best strategies and their own judgement for the best possible outcome. Through the guidance and training given by the leader, the success of this kind of leadership lies on the capability of the team. (IMD.org.reflections/delegative 8.11.23)

Persuasive (Charismatic Management)

This leadership is based on guidance and effective communication. They have charm and are passionate about their work and inspire the team through their charismatic and persuasive leadership and encourage strong problem-solving skills. The positives are that results are produced through the strong motivated team.

The disadvantage is that the leaders may develop an illusion that they are invincible and unable to recognise their own mistakes which could be negative to the organisation.

I am assisting the management in my placement and had to speak up when the chef de cuisine tried to cut corners and instead of garnishing the dishes before going out to the table, he left a new member of staff to do so. It is his job to do the presentation. I told the new waiter that the chef must do it as the presentation is especially important and it must consistently be of the standard required. The chef heard me say it and got angry and

demanding the manager to hire someone else to do. After that the atmosphere got uncomfortable as the chef started taking his anger out at the waiter who needed to be there a lot to bring the dishes. He did not know the names of the dishes and the chef would not talk to him. The manager had to intervene and tell the chef that he must not delegate his work to anyone else. The other staff had to help the waiter with the names of the dishes which resulted with everyone in the kitchen getting annoyed and frustrated. The waiter clearly was extremely uncomfortable, at no blame of his own. I reassured the waiter it was not his fault when the manager did not like his attempt of presentation as he was not trained to do it.

It is best to pick battles but, on this instance, if I did not say anything the manager would not have been happy with me for allowing it.

Although I did the right thing, I could have spoken to the chef quietly and privately then maybe he would have responded differently.

5

According to the results of the 16-personality test my type is the Defender. I agree with it as I am extremely hard working and aim to never let anyone down. If there's conflict, then I always try to understand the other person's point of view and usually do not put myself first and it leads to feeling unappreciated and frustrated, very much like the test's results.

Conclusion

The Brigade system is a way of delegating tasks and jobs and managing the back of the house. The advantages are that work is delegated to the relevant people and there is no confusion about who is working under who and work is done efficiently. There are specialised roles and a development pathway. The disadvantages are that there could be emotional, physical, and verbal abuse in the high stress environment.

The Democratic style of management benefits from different viewpoints and staff feel valued and could be a good style to use in a small restaurant as the one I work in, and the three main chefs in my work kitchen have worked there for many years and the staff prior to that also have worked for extended periods of time. However, the disadvantage can be managing conflict which is an issue from time to time. Staff feel devalued if their ideas are not taken aboard. Autocratic management may be too intense for employers to stay for an extended period as they would lose their creativity and right to give ideas

References

<https://www.betterup.com/blog/democratic-leadership-style-pros-cons-examples-and-how-to-make-it-work#:~:text=The%20democratic%20leadership%20style%2C%20or,in%20the%20decision%2Dmaking%20process.>, <https://www.betterup.com/blog/democratic-leadership-style-pros-cons-examples-and-how-to-make-it-work#:~:text=The%20democratic%20leadership%20style%2C%20or,in%20the%20decision%2Dmaking%20process.> (2023) *Democratic leadership style: How to make it work as a team, BetterUp*. Available at: <https://www.betterup.com/blog/democratic-leadership-style-pros-cons-examples-and-how-to-make-it-work#:~:text=The%20democratic%20leadership%20style%2C%20or,in%20the%20decision%2Dmaking%20process.> (Accessed: 07 November 2023).

Support : 0191 251 3891, cullercoatstandoori@gmail.com (2023) *Indian restaurant, Bilash*. Available at: <https://bilashcullercoats.co.uk/> (Accessed: 09 November 2023).

Collier, E. (2023) *Kitchen hierarchy - brigade de cuisine explained*, *The Hub | High Speed Training*. Available at: <https://www.highspeedtraining.co.uk/hub/kitchen-hierarchy-brigade-de-cuisine/> (Accessed: 02 November 2023).

<https://www.imd.org/reflections/delegative-leadership/#:~:text=Delegative%20leadership%2C%20referred%20to%20by, and%20power%20to%20the%20team.>, <https://www.imd.org/reflections/delegative-leadership/#:~:text=Delegative%20leadership%2C%20referred%20to%20by, and%20power%20to%20the%20team.> (2023) *Everything you need to know about delegative leadership*, *IMD business school for management and leadership courses*. Available at: <https://www.imd.org/reflections/delegative-leadership/#:~:text=Delegative%20leadership%2C%20referred%20to%20by, and%20power%20to%20the%20team.> (Accessed: 08 November 2023).

7

<https://www.food.gov.uk/business-guidance/food-hygiene-for-your-business>, <https://www.food.gov.uk/business-guidance/food-hygiene-for-your-business> (2023) *Food Hygiene for Your Business*, *Food Standards Agency*. Available at: <https://www.food.gov.uk/business-guidance/food-hygiene-for-your-business> (Accessed: 02 November 2023).

<https://journals.sagepub.com/doi/10.1177/2158244020914634><https://journals.sagepub.com/doi/10.1177/2158244020914634><https://journals.sagepub.com/doi/10.1177/2158244020914634>, <https://journals.sagepub.com/doi/10.1177/2158244020914634> (2023) *Analysis of leader effectiveness in organization and ...* - *sage journals*, <https://journals.sagepub.com/doi/10.1177/2158244020914634>. Available at: <https://journals.sagepub.com/doi/10.1177/2158244020914634> (Accessed: 07 November 2023).

IV, A.U. (2023) *Creating effective restaurant standard operating procedures*, Revolution Ordering. Available at: <https://www.revolutionordering.com/blog/restaurant-standard-operating-procedures> (Accessed: 02 November 2023).

https://www.managementstudyguide.com/management_functions.htm, https://www.managementstudyguide.com/management_functions.htm (2023) *MSG Management Study Guide, 5 Functions of Management: Planning, Organizing, Staffing, Directing and Controlling*. Available at: https://www.managementstudyguide.com/management_functions.htm (Accessed: 06 November 2023).

MichaelPageUK, <https://www.michaelpage.co.uk/advice/management-advice/development-and-retention/importance-good-communication-workplace2023> (2023) *The importance of good communication in the workplace*, Michael Page. Available at: <https://www.michaelpage.co.uk/advice/management-advice/development-and-retention/importance-good-communication-workplace> (Accessed: 07 November 2023).

8

Nation, L. at S. (2023) *Critical Health, Hygiene and Safety Matters For Your Food & Beverage Manufacturing Business*, – Safety Nation. Available at: <https://www.safetynation.co.uk/news/your-guide-to-critical-health-and-safety-in-food-beverage-manufacturing/> (Accessed: 02 November 2023).

<https://www.peninsulagrouplimited.com/ca/resource-hub/recruitment-hr/how-to-create-an-effective-onboarding-process/>, <https://www.peninsulagrouplimited.com/ca/resource-hub/recruitment-hr/how-to-create-an-effective-onboarding-process/> (2023) *How to create an effective onboarding process*, Peninsula Group. Available at: <https://www.peninsulagrouplimited.com/ca/resource-hub/recruitment-hr/how-to-create-an-effective-onboarding-process/> (Accessed: 02 November 2023).

Petty, L. (2023) *What is the importance of effective communication in the hospitality industry?*, *The Hub | High Speed Training*. Available at: <https://www.highspeedtraining.co.uk/hub/communication-in-the-hospitality-industry/> (Accessed: 07 November 2023).

Select, <https://www.select.co.uk/the-hierarchy-of-the-professional-kitchen> (2023) *The hierarchy of the professional kitchen explained*, *Select*. Available at: <https://www.select.co.uk/the-hierarchy-of-the-professional-kitchen> (Accessed: 02 November 2023).

By, <https://www.simplypsychology.org/autocratic-leadership.html> et al. (2023) *Autocratic leadership style: Definition, examples, and pros and cons*, *Simply Psychology*. Available at: <https://www.simplypsychology.org/autocratic-leadership.html> (Accessed: 07 November 2023).

Team, S. (2023) *SOP for food and Beverage Service*, *StaffAny*. Available at: <https://www.staffany.com/blog/sop-for-food-and-beverage-service/#:~:text=SOPs%20cover%20various%20aspects%2C%20such,while%20upholding%20the%20establishment's%20standards>. (Accessed: 02 November 2023).

About the Author Walter Orechwa Walter is Director of IRI's Digital Workplace Solutions Group, <https://projectionsinc.com/abetterleader/top-5-differences-between-a-leader-and-a-manager/#:~:text=managers%20and%20leaders%3F-,Leaders%20create%20a%20vision%3B%20Managers%20execute%20the%20vision,and%20advocate%20for%20the%20vision>. (2023) *Top 5 differences between a leader and a manager*, *A Better Leader*. Available at: <https://projectionsinc.com/abetterleader/top-5-differences-between-a-leader-and-a-manager/#:~:text=managers%20and%20leaders%3F-,Leaders%20create%20a%20vision%3B%20Managers%20execute%20the%20vision,and%20advocate%20for%20the%20vision>. (Accessed: 06 November 2023).

Western Governors University, <https://www.wgu.edu/blog/charismatic-leadership2103.html#close> (2021) *What is charismatic leadership?*, Western Governors University. Available at: <https://www.wgu.edu/blog/charismatic-leadership2103.html#close> (Accessed: 08 November 2023).