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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.

This submission has been second marked and I agree with the mark. Antoinette Milne (28/03/2025)

***Restaurant Management: leadership, knowledge and
skills required to operate successfully***

Module: Placement Developing Restaurant Management - BMGM5004

Student Name: Raluca Georgiana Chiparus Zosan -2239463

Lecturer's Name: Jemma Smith

The structure of a report should include the following: Title page. The title page needs to be informative and descriptive,

Introduction

 1 The performance of any restaurant depends heavily on successful management and strong leadership.  Effective management is crucial for ensuring operational efficiency, maintaining customer satisfaction, and driving profitability. Strong leadership fosters a cohesive team of motivated employees. This report examines the essential elements of successful restaurant management and leadership, focusing on the responsibilities of both waitstaff and managers in anticipating challenges and implementing troubleshooting strategies.  Effective management of business information becomes vital because it includes Point of Sale (POS) systems, feedback reports and end-of-day reconciliations, stock management and payroll information. The paper integrates academic research findings with my first-hand observations from Anasma Greek Eatery during my work placement period.  During the placement, I offered my services as a waiter and later restaurant manager. The Anasma Restaurant operates from Stone Rd, Trentham Shopping Village, ST48JG. The Anasma Restaurant features three distinct business branches: Anasma Greek Eatery, Anasma Greek Bakery and Anasma Italian Cuisine (Anasma, 2025). This report will paint a clear picture regarding restaurant management methods and the development of leadership capabilities.

Roles and Relevant Skills of a Waiter

This should be a side heading and not placed in the centre of the page.

Waiters serve as essential operational staff because they link customers to kitchen staff daily. Their duties surpass both food order processing and food delivery functions. Their presence forms an essential element for creating excellent dining experiences for restaurant  guests (Dewangga, and Sumerta, 2024). Waiters need to demonstrate outstanding communication skills, the ability to multitask and exceptional customer service abilities.

Communication Skills: A waiter needs to maintain effective communication with customers to properly relay their orders to the kitchen staff and handle food restrictions properly. According to Vidak, Kovačević, and Kovač, (2022), waiters who maintain precise communication with kitchen team members achieve correct and prompt execution of orders while ensuring better customer satisfaction.

Multitasking:  Waiters also execute several duties at once by performing order taking, serving dishes alongside table clearing and payment processes (Chis, 2023). Waiters need excellent time management along with task prioritisation because these skills become essential when the restaurant experiences its busiest periods.

Customer Service: Restaurant waiters serve as the customer's primary point of contact, so their service quality strongly determines the dining experience outcome (Bichler, Pikkemaat, and Peters, 2021). Positive customer feedback along with repeat visits can result from waiters who  nonstate friendly professionalism when addressing complaints from customers.

What happens when processes aren't followed? How does this affect the customer? or the relationship between FOH & BOH?

Generally, the successful operation I had at Anasma Greek Eatery depended heavily on effective communication between waiters, along with teamwork among the kitchen staff. Each team member received a defined role along with responsibilities, which streamlined workflow operations particularly when the restaurant experienced high numbers of guests. Additionally, the POS system functionality enabled me as a waiter to enter orders pre  and monitor table conditions, which limited mistake risks and expedited service operations.

Role and Relevant Skills of a Restaurant Manager

Restaurant managers take charge of the whole operational structure to achieve smooth operations and financial targets with operational success. Their role encompasses a wide range of duties, from staff management and customer service to inventory control and financial management. Restaurant managers need three essential skills, which consist of leadership expertise, alongside problem-solving capabilities and strong organisational skills.

Leadership: A restaurant manager should set an example for their team by helping them work towards mutual objectives. Leadership effectiveness requires employees to receive defined objectives as well as useful performance assessments within an optimistic workplace culture. Radu (2023) indicates that skilled leadership generates better team spirit and eliminates organisational tensions which advance operational quality and worker contentment.

Problem-Solving: The performance of restaurant managers depends heavily on their skills to detect operational problems that come up. Restaurant managers need quick thinking and immediate solution implementation for handling problems including staff absences, equipment breakdowns Very good!! and inventory shortages (Messabia, Fomi, and Kooli, 2022). While working at my placement, the absence of employees on scheduled shifts happened at some points. To address the problem, I had to reach out to part-time staff members to replace them. Through forward-thinking in Good solving issues, the restaurant managed to keep its service levels stable and its customer satisfaction intact.

Organisational Skills: A restaurant manager also needs outstanding organisational abilities to handle tasks like personnel scheduling, business stock management as well as financial recordkeeping (Samokhvalov, 2024). I used a POS system to generate real-time data about sales performance, staff achievements, as well as inventory levels to simplify multi-tasking operations. The data enables managers to make well-informed choices for operation optimisation. Good Add citation

The POS system at Anasma Greek Eatery helped me manage inventory integration together with shift operations and track sales figures. The POS system generated beneficial features such as inventory notification alerts and cashier reconciliation automation, which led to a well-kent operational flow. The system's real-time reporting capacity permitted me to analyse sales trends and modify the menu, thus generating more profitable business decisions. Very informative

Importance of Foreseeing Challenges

Restaurant management Grammatical error needs to have the capability to predict upcoming issues. The ability to foresee future obstacles enables managers to establish preventive countermeasures which reduce operational disruptions (Moosavi, Fathollahi-Fard, and Dulebenets, 2022). Several obstacles affecting restaurant operations include employee staffing problems, equipment failure and supply issues, alongside customer traffic variation.

Staff Shortages: Unplanned call-outs together with no-shows negatively affect service performance and create customer dissatisfaction. Managers need to establish a

standby list of part-time workers who can provide immediate services (Dalton, and Daw, 2021). As a part of my duties, I maintained a list of available part-time waiters that I utilised to fill in when staffing numbers were insufficient to support full-service operations. Good

Equipment Malfunctions: A defective POS system along with other equipment failures triggers processing delays that negatively affect customer satisfaction. Managers can offer guidance to visitors in these situations by authorising the use of backup manual ordering procedures when emergencies arise (Cobanoglu, et al., 2021). The POS system crash at Anasma Greek Eatery prompted me to use printed menus combined with manual order- Good Very good!! that enabled smooth order processing during the issue resolution period.

Inventory Shortages: Insufficiency of principal ingredients leads to unavailable menus and displeasing clients. Having more than one supplier enables businesses to maintain a consistent inventory supply during times of emergency Good (Inkota et al, 2021). I worked together with multiple suppliers at my placement to monitor stock quantities while preventing product deficits primarily in busy times.

Fluctuating Demand: Customer demand shows large variations throughout holidays as well as special occasions. By studying past sales records together with modern market trends, managers obtain better insight to anticipate customer demand changes which guides their inventory and workforce decisions (Johnston, and Marshall, 2020). I used POS-generated sales reports at Anasma Greek Eatery to anticipate customer demand for planning upcoming promotions and events, which resulted in the restaurant maintaining proper preparation for higher customer volumes. Very good!!

Use of Troubleshooting Skills in Restaurant Operation

Restaurant managers need to have strong troubleshooting abilities to solve issues promptly at the source. Restaurant managers need to learn how to determine problem origins while assessing various solutions before choosing the most fitting resolution method as illustrated by Ulmer et al. (2021). Principal issues can be

successfully resolved through effective troubleshooting before they develop into major disturbances that affect restaurant activities.

Root Cause Analysis: The process of troubleshooting begins with determining the foundation reason behind any encountered issues. For instance, a manager probes for the crash reason by evaluating if it stems from software errors, defective hardware or network connection troubles in POS system breakdowns (Stoll, 2020). The pertinent solution becomes implementable once the problem source is identified.

Solutions Evaluation: The manager should evaluate different solutions after identifying the root cause to select the most appropriate one (El Kahlout, and Abu-Naser, 2023). When a POS system failure occurs, the manager selects from available options such as using a manual ordering system, contacting the technician for repair or switching to a backup system.

Solution Implementing: The selected solution should be deployed straightaway to avoid creating disturbances for the business operations. The team needs to be informed through effective communication about changes because they need to adapt their operations accordingly. In any case, I informed Anasma Greek Eatery staff about the manual ordering system change and received training about how to execute the transition effectively.

Monitoring and Feedback: The manager should check how well the solution works by observing the situation while getting team member feedback to identify remaining challenges (Mariam, 2023). Feedback obtained from this assessment will become valuable to prevent similar issues while also enhancing troubleshooting procedures for upcoming instances.

The Role of Information Management

Restaurant operations succeed through information management because it allows managers to make well-informed decisions for business performance enhancement. Restaurant management benefits from data compiled through POS systems along with feedback reports, end-of-day reconciliations, stock management

and payroll systems. This vital information aids in analysis to recognise performance patterns and develop enhance **Good**s.

POS Systems: The restaurant operation relies on POS systems for delivering real-time tracking of sales along with inventory factors and customer choice information. An organisation benefits from efficient operations and enhanced customer service by utilising the system feature **Good** order customisation with automated alerts, real-time reporting, and mobile access (Tyagi, et al., 2024). Throughout my time at Anasma Greek Eatery, I utilised the POS system to monitor sales patterns and manage stock levels while enhancing menu selections, which resulted in both revenue growth and better customer satisfaction.

Feedback Reports: The feedback customers provide holds significant value since it reveals which aspects need improvement. Managers use feedback reports to solve customer issues while they **Good**ve service quality and deliver a better dining experience to their customers (Wong et al., 2022). I analysed regular customer feedback during my placement which allowed me to make suggestions based on their input and generate better reviews that produced returning customers.

End-of-Day Reconciliations: End-of-day reconciliations require sales reports analysis along with cash, card balance, checks, tip distribution and inventory adjustment verification. Reconciliation ensures financial records remain accurate while all discrepancies get identified and resolved quickly through this verification procedure. As part of my duties at Anasma Greek Eatery, I performed daily reconciliations to check sales performance while managing cash flow and equitable compensation for staff members.

Stock Management: Practicing effective stock management requires tracking inventory levels and making timely order placement while reducing waste production. Managers gain real-time inventory tracking abilities through POS-integrated stock systems which enable them to base their decisions on data insights (Vaka, 2024). During my placement, I used stock reports to manage inventory quantities which resulted in optimised portions of waste reduction and supplier relationship maintenance for meeting customer needs.

Payroll Systems: A payroll system serves businesses by maintaining staff salaries and recording employee working hours while complying with employment legislation (Resca, and Munandar, 2022). The organization's ability to effectively manage payroll leads to employee satisfaction and reduces the risk of legal issues. The POS system at Anasma Greek Eatery enabled me to track employee work hours and process payroll efficiently, resulting in accurate and timely payments for employees.

Conclusion

Restaurant management and leadership require technical expertise, interpersonal skills, and problem-solving abilities to achieve successful operational outcomes. Waiters and restaurant managers have distinct responsibilities that contribute to both a pleasant dining experience and effective operations. Forecasting problems with diagnostic skills enables the prevention of complications and reduction of operational disturbances. Business performance benefits from valuable data which emerges from information management practices including POS systems, feedback reports, end-of-day reconciliations, stock management and payroll systems. The assessment of these components leads to informed decisions. My time at Anasma Greek Eatery helped me understand the various challenges of restaurant management while also teaching me about leadership and information systems management. I plan to use the skills I acquired in restaurant management to become an effective leader who optimizes operations and delivers superior customer service in my future career.

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Your reference list should be on a separate

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FINAL GRADE

65 / 100

GENERAL COMMENTS

Please review the rubric for feedback specific to the marking criteria.

General Comment

You have successfully understood the assignment and followed the brief accurately. Your work is well-supported in multiple aspects, and the assignment meets a good standard. However, there are extensive sections that are descriptive, suggesting that there is still room for improvement.

The inclusion of visual aids, such as data visualisations and graphs, would have significantly improved your assignment, reflecting a deeper insight into your findings. Since this is a report, it is crucial to follow a proper structure. This mistake could have been avoided; please make sure to organise your assignments effectively to maximise your potential marks.

Action

Reach out to Study Skills for assistance with your upcoming writing assignments, they will assist you in developing a more critical writing approach.

studyskills@uwtsd.ac.uk.

Text Comment. This submission has been second marked and I agree with the mark.
Antoinette Milne (28/03/2025)

Text Comment. The structure of a report should include the following: Title page. The title page needs to be informative and descriptive, concisely stating the topic of the report. Abstract (or Executive Summary in business reports) Table of contents. Introduction. Methodology. Discussion. Conclusion/recommendations. Appendices

PAGE 3



Comment 1

This doesn't flow well, the sentences feel very stop and start and would benefit from being reworded.



Add citation

Add references to support your work.



Good

Good



Good

Good

Text Comment. This should be a side heading and not placed in the centre of the page.



Good

Good



Comment 2

What happens if this process is not carried out effectively?



Good

Good

PAGE 4



Comment 3

try to use the word servers, this covers waiters or waitresses.



Good

Good

QM

Good

Good

Text Comment. What happens when processes aren't followed? How does this affect the customer? or the relationship between FOH & BOH?

QM

Good

Good

QM

Lack of citations used within this paragraph.

You have not referenced your work, in order to achieve the highest grade possible you are expected to engage with the literature

QM

Good

Good

PAGE 5

QM

Very good!!

Very good!!

QM

Good

Good

QM

Good

Good

QM

Add citation

Add references to support your work.

QM

Very informative

Very informative

QM

Grammatical error

Grammatical error, always proofread your work before submitting it.

Additional Comment

managers need

QM

Good

Good

Text Comment. How does this affect business long term?



Comment 4

Not sure what you were trying to say here

Strikethrough.

QM

Add citation

Add references to support your work.

PAGE 6

QM

Good

Good

QM

Very good!!

Very good!!

QM

Good

Good

QM

Good

Good

QM

Very good!!

Very good!!

QM

Good

Good

PAGE 7

QM

Very good!!

Very good!!



Good

Good



Comment 6

What happens when the communication breaks down and staff aren't made aware?



Good

Good

PAGE 8



Good

Good



Good

Good



Good

Good



Good

Good

PAGE 9



Good

Good



Good conclusion

Good conclusion

Text Comment. Your reference list should be on a separate page

PAGE 10

PAGE 11

PAGE 12

RALUCA GEORGIANA CHIPARUS ZOSAN

65

ENGAGEMENT WITH LITERATURE /20

Your work must be informed and supported by scholarly material that is relevant to and focused on the task(s) set. You should provide evidence that you have accessed an appropriate range of sources, which may be academic, governmental and industrial; these sources may include academic journal articles, textbooks, current news articles, organisational documents, and websites. You should consider the credibility of your sources; academic journals are normally highly credible sources while websites require careful consideration/selection and should be used sparingly. Any sources you use should be current and up-to-date, mostly published within the last five years or so, though seminal/important works in the field may be older. You must provide evidence of your research/own reading throughout your work, using a suitable referencing system, including in-text citations in the main body of your work and a reference list at the end of your work.



Engagement with a wide range of literature, including sources retrieved independently. Selection of relevant and credible sources. Very good use of referencing, with no/very few inaccuracies or inconsistencies

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KNOWLEDGE & UNDERSTANDING /30

At level 5, you should be able to demonstrate: sound knowledge and critical understanding of the well- established concepts and principles of the subject area and the way in which those principles have developed; knowledge of the main methods of enquiry in the discipline. Knowledge relates to the facts, information and skills you have acquired through your learning. You demonstrate your understanding by interpreting the meaning of the facts and information (knowledge). This means that you need to select and include in your work the concepts, techniques, models, theories, etc. appropriate to the task(s) set. You should be able to explain the theories, concepts, etc. meaningfully to show your understanding. Your mark/grade will also depend upon the extent to which you demonstrate your knowledge and understanding.



Excellent, detailed knowledge and highly critical understanding of the well- established concepts and principles of the subject and the main methods of enquiry.

21

COGNITIVE & INTELLECTUAL /20

You should be able to critically analyse information, and propose solutions to problems arising from that analysis, including the critical evaluation of the appropriateness of different approaches to solving problems. Your work must contain evidence of logical, analytical thinking, evaluation and synthesis. For example, to examine and break information down into parts, make inferences, compile, compare and contrast information. This means not just describing what! But also justifying: Why? How? When? Who? Where? At what cost? At all times, you must provide justification/evidence for your arguments and judgements. Evidence that you have reflected upon the ideas of others within the subject area is crucial to you providing a reasoned and informed debate within your work. Furthermore, you should provide

evidence that you are able to make sound judgements and convincing arguments using data and concepts, with an understanding of the limits of knowledge, and how this influences analyses and



Limited attempt at critical evaluation and analysis of concepts and principles, tending towards description.

Some evidence to support arguments and judgements but these may be underdeveloped, with a little inconsistency / mis- interpretation or failure to fully recognise limits of knowledge.

10

PRACTICAL SKILLS /20

At level 5, you should be able to use/deploy a range of established techniques within the discipline, and apply underlying concepts and principles outside the context in which they were first studied, including, where appropriate, the application of those principles in an employment context. You should be able to demonstrate how the subject-related concepts and ideas relate to real world situations and/or a particular context. How do they work in practice? You will deploy models, methods, techniques, and/or theories, in that context, to assess current situations, perhaps to formulate plans or solutions to solve problems, or to create artefacts, some of which may be creative. This is likely to involve, for instance, the use of real world artefacts, examples and cases, the application of a model within an organisation and/or benchmarking one theory or organisation against others based on stated criteria. You should show awareness of the limitations of concepts and theories when applied i



A good and appropriate application of established methods, materials, tools and/or techniques.

Clear appreciation of the context of the application. Mainly consistent, accurate and logical application of theory to practice, making appropriate links between the two. Can identify

13

problems and propose mostly appropriate solutions outside the context in which they were first studied

TRANSFERABLE SKILLS /10

Your work must provide evidence of the qualities and transferable skills necessary for employment requiring the exercise of personal responsibility and decision-making. This includes demonstrating: professional development to advance existing skills and acquire new competences that will enable you to assume significant responsibility within organisations; that you can initiate and complete tasks and procedures, whether individually and/or collaboratively; that you can use appropriate media to effectively communicate information, arguments and analysis in a variety of forms to specialist and non-specialist audiences; fluency of expression; clarity and effectiveness in presentation and organisation. Work should be coherent and well-structured in presentation and organisation.



Can communicate well, confidently and consistently in a suitable medium for the audience.

Work is coherent, fluent, well-structured and organised. Can work very well autonomously and/or as part of a team, with very good contribution to group activities. Demonstrates very good skills for employment requiring the exercise of personal responsibility and decision-making, with just occasional minor weakness.

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