



HOSPITALITY AND TOURISM MANAGEMENT

BMGM 4000



Delta Hotel by Marriott Swansea Restaurant



(Source: Varthana, 2023).

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Due date: 25th March 2024

Introduction

This essay is aimed at discussing the management and organizational structure of the Delta Hotel by Marriott's restaurant in Swansea, primarily focusing on the standard operating procedures, the kitchen and restaurant's structure, the importance of leadership and organisation and the main characteristics of the employees along with their management.

In addition, this essay will also cover subjects directly linked to the ones mentioned above, such as: the advantages and disadvantages of standard operating procedures, the role leadership and management plays in the level of success a restaurant has, what links management and personnel and what types of characteristics must they possess to become an efficient and cohesive team.

The concepts mentioned above will then be linked to the chosen restaurant, in this case, the restaurant at the Marriott Hotel in Swansea, applying this knowledge to better understand how these theoretical ideas are put in practice and what their level of success is.

Section 1. Restaurant and Kitchen Structure

Restaurant operations are simultaneously run in two places, firstly, front of the house (FOH) includes all locations and staff that the guest has contact with during their meal: the manager (or managers) head waiter, sommelier, waiters, mixologist, hostess, bar staff in the lobby or dining area and secondly, back of the house (BOH) which includes the kitchen and the staff: the Head Chef, Sous Chef, commis and kitchen porter (Walker and Walker, 2013). The divide between the FOH and BOH helps clarify and separate the roles the employees hold in each section.

Firstly, the kitchen is organised by hierarchy, what is called the 'brigade system', term coined by French Chef, Auguste Escoffier, which refers to the fact that everyone has a specific role and responsibilities (Escoffier, 1907). The primary goal of Escoffier's Brigade system is to assign responsibilities to all kitchen personnel, starting with commis and going up to the chef's rank, and to also organise the general and specialised work (Chef's Table Society, 2021). Brigade de cuisine looks like the diagram attached below:



Figure 1. Source: Gyan Sanchay, no date.

The Brigade system has its benefits, but one can argue against it. On the one hand, as Escoffier had done time in the French military, he saw the benefits of clearly defined structures and applied this knowledge to assign firm roles in the kitchen, ensuring every cook has a clear role so that the kitchen would run to its maximum efficiency (Le Cordon Bleu, no date). In addition, having a Brigade system is a means to mentorship and education, as chefs can train the sous-chefs or others to the best of their ability, making it possible to get a higher rank in the kitchen based on merit. But on the other hand, running and controlling a kitchen is a hard enough job, without the mentoring part, and not many chefs are equipped to do both and do them properly. Another downside is the fact that in a Brigade system there may be people above you that have ascended into their roles despite their incompetence and may hold one back from being the most efficient and reaching full potential (Chef's Table Society, 2021).

Secondly, the FOH is also organised in a hierarchical structure, as seen in the figure two, below. Each role comes with a range of duties and responsibilities, usually written in the job description, which become the goal and the parameters against which the person's performance is measured (Tesone, 2010).

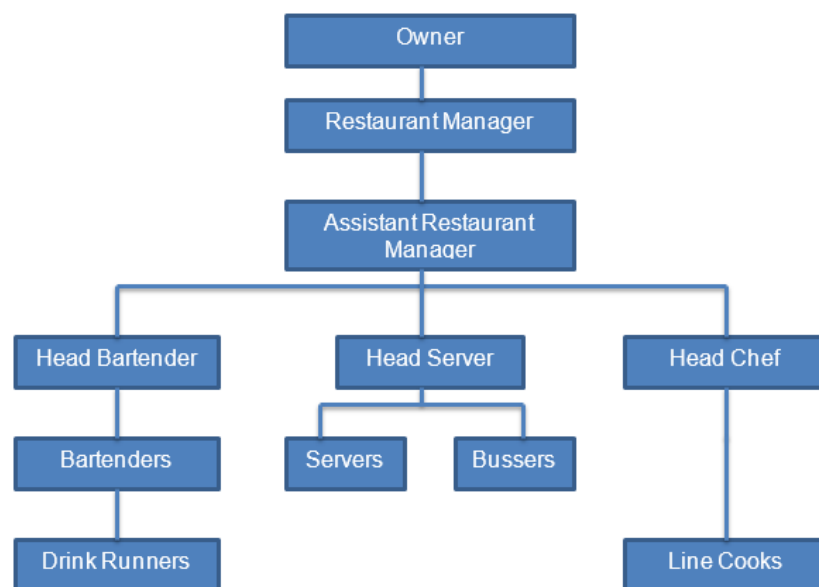


Figure 2. Source: Restaurant Management, no date.

Having a hierarchical structure of management in a restaurant makes for a clear pathway to report to authority. It also helps with communicating clear messages, as the employees are given step-by-step instructions from their direct superior, and report back to the ones in charge. However, having an authoritative structure may stifle collaboration between employees as they are always encouraged to communicate to the person in charge. Another downside may be that this structure does not encourage innovation, as employees are not encouraged to share their ideas or get creative withing the workplace.

Section 2. Standard Operating Procedures

The hospitality and restaurant business are driven by objectives which are set to achieve certain goals. These objectives are formulated into strategies, which may be broad, for instance annually or quarterly, and narrow such as daily or weekly strategies. Strategies are then transformed into corporate policies, which in turn become the standards of performance and the procedures to accomplish them. Then the Standard Operating Procedures (SOP) are compiled in documents, to specify the expectations required for good performance of every role and how to meet the standards. Everyone on the staff is assessed comparing the SOP with their actual performance (Tesone, 2010).

In hospitality and restaurant management, SOP are divided into two categories, operational SOP which include daily tasks such as interacting with guests, and emergency SOP, which are known by fewer people and are related to extraordinary situations which are rare, but important to handle (Louveau, 2021). Therefore, SOP are designed to help teams be efficient, improve and maintain a high level of quality and adhere to industry's standards and regulations (Arena Solutions, 2023). For the Food and Beverage department in Marriot's Hotel Swansea, the SOP contain opening and closing times and tasks, entertainment checks, greeting guests, beverage and alcohol serving, food preparation routines and others.

For a business to be successful it is vital to write clear and effective SOPs as step-by-step instructions employees can use to have consistent results.

Furthermore, staff then develops autonomy in the workplace, as there is no need for micro-managing and if the SOPs are followed correctly, there is less risk of safety issues occurring (Eisner, 2022).

However, SOPs can become a setback for several reasons. Firstly, it is important that there are well written, with clarity and conciseness for the employees to easily understand and follow. A poorly written SOP can produce inconsistency in practice. Moreover, as times, situations and experience change at a rapid pace, especially in the hospitality industry, SOPs can easily become outdated, therefore it is recommended managers and supervisors who write such documents attend SOP trainings (Compliance Online, no date).

Section 3. Importance of leadership

The hospitality and restaurant industry faces the highest employee turnovers. Having a leader as manager is important for the success of a restaurant as a true leader can retain employees by creating a positive and attractive workplace (Brown, 2007). Wood (2015) states that leadership can be viewed through multiple lenses: firstly, leadership as a process of using compelling non-forceful influence to coordinate and lead people and secondly, leadership viewed as a quality of people in charge, characteristic which makes other people follow them despite them not always being in a position of authority, for instance a manager. Therefore, it can be concluded here that a person in charge of a restaurant, owner, manager, senior manager, and so on, may not implicitly be, or have a leader's characteristics, and the other way around, a person who might not be in charge may be viewed by other people as a leader. Hence, the question arises – how management and leadership in a hospitality environment can go hand in hand?

Mullins and Dossor (2013) believe that leadership and management have antagonistic characteristics for instance, management is doing things right and leadership is doing the right things or managers have authority whereas leaders

have influence. However, leadership and management are closely connected as being in a position of management means to effectively manage people in certain situations, and to do that, a manager need to bring forth their leadership skills, as a form of managerial behaviour. All that is because managers achieve results through the effort of their teams. So, another close relationship is visible here- that of management and their employees. Many studies have shown that a people-focused approach to management in the hospitality industry is an effective method of enabling and inspiring the people to perform to the best of their ability, however, in practice, managers often disregard human-nature, which might just be one of the reasons for such a high employee turnover in the industry, discussed above (Mullins and Dossor, 2013).

Considering the continuous development of the hospitality and restaurant industry, the people in charge must be resourceful in recruiting the right person for the job, and not just their skill set but their personality must match to the objectives set for the organisation. Therefore, Myers – Briggs Type Indicator Test (MBTI Test) along with Beldin's Team Role model, helps industry trainers be aware of the different personality types and enable proper training, as different MBTI profiles require training and education which is suited to their personality and their learning style (Horton, Clarke and Welpott, 2005).

Marriott's Business Conduct Guide (2013) states that managers, officers and directors should always act and be leaders, making others follow them by example, making sure to create the right environment for associates and to adopt an 'open-door' policy for a better communication and collaboration.

Section 4. Employees' Characteristics and Management

Walker and Walker (2013) suggest management should always be in contact and aware of what is happening in the kitchen, and elsewhere. Their involvement smooths everything when there is a rush, and their presence impels the personnel to attend to their duties. Employees are just as important as their superiors, as their team effort makes a business successful or not. Ching-Ching, Wang and Yan-Fei (2019) state that for hospitality establishments to gain advantage over the

competition, it is important to rouse delight in customers, making them loyal towards the company and one important step towards this goal is to have exceptional employees who can deliver exceptional service. The authors talk about the importance of employees being attentive to guests' emotional needs, along their culinary needs. Moreover, the study recommends employees should attend effective customer service-oriented training to enhance their skills.

A restaurant manager's role is complex as it covers various responsibilities, either written in their job description or not (Beltis, 2024). With regards to employees, a manager has to train, coach and professionally develop their employees' skills, to enable recognition of members within the team and to act with personal and professional integrity and maturity, leading by example (Bufquin, et. al., 2018). It has been shown that restaurant employees tend to stay longer in jobs where they see their managers as warm and competent (Bufquin, et al., 2018). Therefore, it is clear that there is a direct connection between employees and their management with direct implications for the success of a hospitality or restaurant business.

As Marriott Hotel is one of the world's largest chain of hotels, the upper management knows that quality employees make great customer experiences, stating that they prioritize employees' well-being (Gibbons, 2020).

Conclusion

As most of the contemporary industries, the hospitality industry is complex and challenging. Looking at the organisation structure of the company, continuing with the policies and values the company and its employees adhere to, what is the relationship between management and employees and how this relationship affects the efficiency and success of the business are all important to establish the healthiness of the company.

In conclusion, all clearly defined structures of a hospitality establishment where there is a restaurant, such as kitchen brigade or front of the house hierarchy, the standard operating procedures can be viewed such as the tactical side of the operation, and the leadership model along with the relationships that form between managers and employees and even customers can be viewed as the humane, soft side of the operation.

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