



Management



LEARNING OBJECTIVES

- Obtain thorough knowledge of principles of management
- Understand the basic functions to be performed by a food service manager
- Focus attention on the utility of each resources available for food service manager.

Food service managers need to be proactive and stay ahead instead of being reactive. Proactive managers continuously analyze the business environment and work for the improvement. The managers should have concern for employees and customers besides dealing with food service operations. They need to adopt management principles, managerial roles and managerial functions for efficient outcome. Management experts have developed a set of principles of management to guide managers to take managerial decisions. Hence it is necessary to understand and comprehend the principles and functions of management.

Harold Koontz defines management as “the art of getting things done through and with people in formally organized groups. It is the art of creating an environment in which people can perform as individuals and co-operate towards the attainment of groups goals”.



6.1 Principles and Functions of Management

6.1.1 Principles of Management

Henry Fayol puts forward some basic principles to be followed by the catering manager.

Fayol's Principles of Management

1. Division of work
2. Authority and Responsibility
3. Discipline
4. Unity of Command
5. Unity of Direction
6. Individual Goals Subordinate to establishment goals
7. Payment or Remuneration
8. Scalar Chain
9. Orderliness
10. Loyalty and devotion

11. Work stability
12. Initiative
13. Control
14. *Espirit de corps* (Union is Strength)

The principles are discussed below:

1. Division of work

It refers to the division of work among various individuals in the organization. It brings about specialization in every activity. The idea of this principle will save the time and energy needed to complete a task and increase the speed, accuracy and efficiency of work. With the increase in size of establishment, the principle of division of work becomes more applicable.

2. Authority and Responsibility

“Authority is the right or power to give orders to the subordinates”. Responsibility means “the duty which the subordinate is expected to perform by merit of his position. “For E.g.: In the task of meal preparation, the production manager might delegate to the head chef in the kitchen. It is the responsibility of the chef to ensure the right menu, portion control, quality, and customer satisfaction.

3. Discipline

The principle of discipline covers punctuality, courtesy, obedience, respect, adherence to rules and regulations. All of these are essential for smooth running of food service establishments.

4. Unity of Command

Unity of command emphasizes that one subordinate should receive orders from

one superior only and he is answerable to him. This helps to avoid confusion regarding what has to be done, when it is to be done and how it is to be done. If orders are obtained from more than one superior then it leads to disorganized performance.

5. Unity of Direction

Without proper direction the unity of command cannot be achieved. This principle is essential to focus on efforts, the unity of action, and co-ordination of strength.



Plate 6.1 Unity of Direction

6. Subordination of individual goals to the general goal

This principle is important for the success of any establishment. Priority should be given to organization's benefits/objectives/interest over the personal benefits/objectives/interest. The manager directs the employees in such a manner that subordinates work for their objective and ultimately the organizational objective is achieved.

7. Payment or Remuneration

Fair wages must be provided to all employees/staff so as to motivate them to do their best.

8. Scalar Chain

This refers to the chain formed by staff placed at different levels in an organization like – lower level, middle level and top level. This hierarchical line will enable to have proper authority and effective communication.

9. Orderliness

“A place for everything and everything in its place” is most suitable for food service establishment that is constantly handling materials, heavy equipment and working with fuels. With regard to human resource, orderliness is “the right man is in the right place at the right time.”

10. Loyalty and Devotion

The principle of loyalty and devotion ensures a conducive atmosphere to work so that there is harmonious relations at work place.

11. Work stability

This principle deals with minimized labour turnover. It ensures that time must be given to each employees in order to learn each job, if they are frequently subjected to job rotation.

12. Initiative

When staff are given an opportunity to suggest some plans they feel highly motivated. For E.g.: if a recipe idea offered by an assistant cook is accepted and prepared by the head cook, it increases the morale and also the work efficiency of employees.

13. Control

It is also referred as “span of control.” Greater efficiency can be brought when there is good control of a supervisor or higher authority to cover the work.

14. Esprit de corps (union is strength)

This principle indicates the spirit of loyalty and devotion which unites the members of group. Harmonious human relations in the food service establishments will bring loyalty among employees which is a source of strength for the establishments



Plate 6.2: Unity is Strength

In order to bring better understanding between staffs and to reach the set goals the appropriate principles must be followed for the successful food service operation by the managers and subordinates.

6.1.2 Functions of Management

A manager in the food service establishments has to perform various functions for the achievement of pre determined objectives during the process

of managing man, money, material and other resources.

Luther Gulick (1937) coined the word 'POSDCORB' to describe the functions of management.

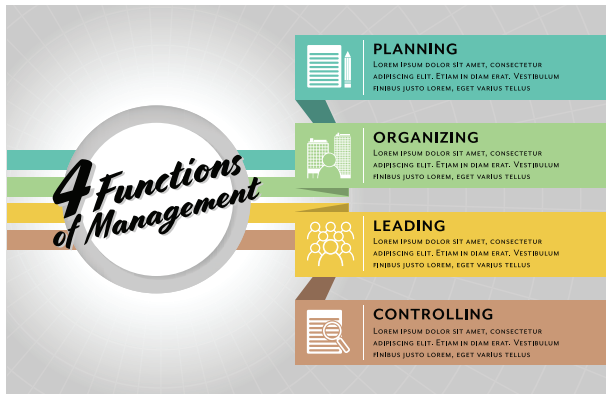


Figure 6.3 Functions of Management



Figure 6.1 Functions of Management

1. Planning

Planning is one of the important functions of management. Planning is defined as a 'function of the management that helps in developing a course of action for meeting the desired objectives, designed to fulfill overall organizational goals'.



Plate 6.4: Planning

Planning is necessary to ensure proper utilization of human and non-human resources. It is an intellectual activity that helps in avoiding confusion, uncertainties, risks and wastages. Planning is deciding in advance - what to do, when to do and how to do. It bridges the gap from where we are and where we want to be”.

E.g.: Within a food service operation planning is essential in setting menu, forecasting production, scheduling employees, stating policies, procedures, methods, standards and budgets.

2. Organizing

Organizing is the function of management which deals with the arrangement, distribution and conduction of responsibilities in order to accomplish

the common goals. Organizing process involves

- Identification of activities.
- Classification of grouping of activities.
- Assignment of duties.
- Delegation of authority and creation of responsibility.
- Coordinating authority and responsibility relationships.

3. Staffing

Staffing is the personnel function of employing and training human resources and maintaining favourable work conditions. Staffing involves:

- Manpower Planning-Recruitment, Selection and Placement
- Training and Development
- Remuneration
- Performance Appraisal
- Promotions and Transfer

4. Directing

Directing needs continuous process of decision making, communication in order to ensure appropriate action from subordinates. Incomplete directions from managers will lead to friction among employees. The four primary components of direction are supervision, communication, leadership and motivation.

5. Controlling

Controlling is the process of checking whether or not proper progress is being made towards the objectives and goals and acting if necessary, to correct

any deviation. Controlling has following steps:

- a. Establishment of standard performance.
- b. Measurement of actual performance.
- c. Comparison of actual performance with the standards and finding out deviation if any.
- d. Corrective action.

6. Reporting

In this function, the managers, supervisor and subordinates keep informed the progression of work or task accomplished through records, reports and inspection.

7. Budgeting

This includes financial planning, accounting and controlling. Through control, standards of acceptability and accountability are set for performance.



6.2 Time, Money and Energy Management

A food service establishment has to utilize the required resources – time, money and energy to survive in its ever changing and competitive environment.

6.2.1 Time Management

Equal distribution of time to human resources is important for the best performance within a scheduled time.

For E.g.: Food has to be served in time in the food service operations. This needs immense plans and schedules.



Plate 6.5 Time Management

Due to peaks and troughs of activity in food service operations, a lot of valuable resources get wasted, at different points of production and service cycle. Hence analyzing each employees work and their utilization of time becomes essential.

Factors for poor management of time in kitchens and service areas are:

- Reaching late to work spot.
- Absence of production plans in advance.
- Failure of requisition of ingredients in time to start the work.
- Improper maintenance of equipment and work centers.
- Laziness, fear towards superiors, excessive supervision, and ignorance.
- Family problems or medical or social or psychological problem.

Constructive, planned action, proper management style, focused attention and maintenance of adequate records have to be set in the food service establishments to effectively manage and save the time

6.2.2 Money Management

The main aim to food service establishments is to make profits. To

achieve that, money has to be invested and spent in order to acquire the other resources necessary for the production and service of food. Money flow in the establishment will occur when food is available for the customers. Following ways will ensure good investment decisions of money for food service establishment.

- Area of the space should be adequate in order to cope with the expected number of customers and the range of services to be offered both for short and long term.
- Ergonomic suitability design of equipment, furniture, structure, surfaces, fittings for use by staff and customers.
- Control of operating and maintenance costs.
- Flexibility, durability and continuity and safety of areas, equipment and materials.

Moreover a constant review or evaluation on money spent is necessary to ensure success of catering operations.

6.2.3 Energy Management

The important energy resources in food service establishments are fuel sources and human efforts. With prevailing high prices, shortages and non-availability these resources, people had never thought of conserving until recently.

The fuel energy is wasted in food service establishment, especially in kitchen. E.g.: the ways of fuel energy wasted are listed:

- Keeping switches on much before it is required especially on ovens, stoves or grills.



- Equipment is lighted for full heat irrespective of the size of the container.
- Following improper methods of cooking.
- Cooking food without thawing, when necessary.
- Preparation of food, long before the time of service requires food to be held hot for longer periods.
- Use of high wattage bulbs.
- Keeping exhaust fans running when kitchen and service areas are not in use.
- Use of colors on walls and ceilings and materials which absorb light instead of reflecting it back for visibility. This lead to use of artificial lighting.

Similarly the human energy may be wasted due to following factors.

- Improper planned layouts involving extra movement while working.
- Uncomfortable working conditions leading to slow movements and fatigue.
- Poorly scheduled work and time of staff.
- Poor health of employees – frequent sickness and accidents.
- Aggressive behaviour as a personality trait drains a lot of energy.
- Lack of supervision, leading to wrong methods of working.
- Leadership style which generates fear, anxiety and lack of confidence in people at work.

Time and energy need to be conserved for efficient use. Time wasted never returns and energy wasted can be

regenerated incurring high cost. It is therefore necessary to find possible ways to save time and energy in food service establishments, few ways are listed below:

- Invest on automatic equipment designed to switch off fuel supply immediately after cooking.
- Use of thermostats to control temperatures.
- Use of right size of pans.
- Proper arrangements of work centers to avoid extra movements.
- Utilise renewable source of energy ie., solar energy.



Plate 6.6 Solar Energy on Top of the Hotel



Renewable energy sources

are energy sources that are always being replenished. Some examples of renewable energy sources are solar energy, wind energy, hydropower, geothermal energy, and biomass energy. These types of energy sources are different from fossil fuels, such as coal, oil, and natural gas.

- Placing of refrigerators away from kitchens to conserve electricity

and maintenance of equipment for efficient usage.

- Efforts to recycle heat given off from kitchens for purposes of raising temperature of washing water would conserve lot of fuel.

Resources are limited and the correct utilization of resources especially energy is important and should be realized by everyone and the best way to utilize is to discover economic uses by the food service establishments.

A-Z GLOSSARY

Managerial	:	Relating to the work of a manager
Remuneration	:	Money paid for the work done
Hierarchical	:	A system in which people or things are arranged according to their importance
Adherence	:	The fact of someone behaving exactly to the rules, beliefs
Ergonomic	:	The scientific study of people and their working conditions in order to improve the effectiveness.
Ignorance	:	Lack of knowledge, information or education

LINKAGES

- <https://www.youtube.com/watch?v=Cl4GhjSALsI> Five functions of management.
- <https://www.youtube.com/watch?v=eSXP7VgGcz0> Management Basic Concepts: The Four Functions of Management.
- <https://www.youtube.com/watch?v=JFPVgyT8ePw> Definition and functions of management
- https://www.youtube.com/watch?v=sJa0co_3R7c Hotel Energy Management System
- https://www.youtube.com/watch?v=b-_B7Bz0a-YGreen Practices Guide a focus on water conservation practices in hotels

STUDENT ACTIVITY

- Visit to a hotel industry or bakery to observe the functions of management.
- Debate on ways of conservation of energy in hotel industry.



TEACHER ACTIVITY

- Film show on proper utilization of time / energy / money in hotel industry.



QUESTIONS



Choose the correct answer (1 Mark)

1. Concept of specialization forms the basis for _____
 - a) Principles of division of work
 - b) Principles of unitary command
 - c) Principles of unitary direction
 - d) Principles of hierarchy
2. Punctuality, courtesy and adherence to rules fall under _____
 - a) Principles of orderliness
 - b) Principle of loyalty
 - c) Principle of discipline
 - d) Principle of unitary direction
3. Which principle removes chances of confusion and improves communication?
 - a) Unitary direction
 - b) Unitary command
 - c) Orderliness
 - d) Initiative
4. Continuous process takes place at all levels of management in _____
 - a) Planning
 - b) Controlling
 - c) Evaluating
 - d) Directing
5. The function that initiates actual performance of tasks and requires greater interaction between people is _____
 - a) Organizing
 - b) Coordinating
 - c) Directing
 - d) Evaluating
6. The binding together, unifying and harmonizing of all activities and efforts is considered as _____
 - a) Unification
 - b) Coordination
 - c) Diversification
 - d) Consideration
7. Authority and responsibility passing on from above downward is _____
 - a) Line relationship
 - b) Line-staff relationship
 - c) Staff- line relationship
 - d) Group relationship
8. Clear cut goals and work schedules will _____
 - a) Minimize utility of time
 - b) Maximize utility of time
 - c) Balance utility of time

- d) Fair utility of time
9. The type of co-ordination between department on the same level in the managerial hierarchy is _____
- Vertical
 - Horizontal
 - Internal
 - External
10. Placing refrigerator away from kitchen will
- Reduce space in kitchen
 - Allow more movements of personnel
 - Conserve electricity
 - Easy ergonomics
11. This behaviour will drain lots of energy _____
- Aggressive
 - Submissive
 - Autocratic
 - Bureaucratic
12. One of the poor management in kitchen area is _____
- Absence of advance production plans
 - Allowing the expert in preparation
 - Maintaining smooth work flow
 - Proper ventilation and lighting
13. Keeping informed the progress of work is _____
- Directing
 - Controlling
 - Reporting
 - Budgeting
14. POSDCORB was coined by _____
- Luther Gullick
 - Frank Gilberth
 - Robert Owen
 - F.W.Taylor
15. POSDCORB denotes _____
- The goals of management
 - The role of management
 - The functions of management
 - The principles of management
- II. Write in three lines (3 Marks)**
- Define management.
 - Give the meaning of division of work?
 - List the principles covered in discipline.
 - Write the difference between unity of direction and unity of command.
 - What is Scalar chain of principle of management.
 - What is meant by Espirit de corps?
 - Expand POSDCORB.
 - List the process of organizing.
 - Give the steps involved in controlling.
 - Mention the points leading to poor management in kitchen area.
- III. Write in paragraph (5 Marks)**
- Write on the components of direction.



2. Explain the function of organizing as a tool in the management process.
3. Why planning is an important function of management
4. Write a note on time and money management
5. How is human energy wasted in hotel industry?

IV. Answer in detail (10 Marks)

1. Elaborate on the principles of management
2. Discuss the various functions that the food service managers have to perform.
3. How will you effectively manage the time, energy and money in the hotel industry.