

TOOLS OF MANAGEMENT

TOOLS OF MANAGEMENT

Introduction

The success of any food service industry is highly determined by the quality of management. In fact, the growth and survival of food service outlets largely **depend** on its Management concepts and the Management tool it adopts. What is Management?

Mary Parker Follett defines Management as an art of getting things done through people. It involves both the action of thinking and **doing a work**. Thinking is a top level function of the Management. It involves planning, **policy making** and goal setting [Managerial level]. Doing is a lower level of function which exactly does execution and performance of a job [Operational level]. A Manager may perform both the actions or either of these.

Example: A Housekeeping Manager gives a list of cleaning procedure to be performed in a guest room [thinking, top level management]. A Housekeeper actually does the cleaning procedure [doing, lower level function]

What are the tools of Management?

Tools of Management refers to the methods and techniques developed and adopted by Management professional in the yesteryears which is being practiced extensively to aid effective management.

Adoption of these tool varies from institution to institution and at different levels of management.

Different tools of Management

TOOLS OF MANAGEMENT

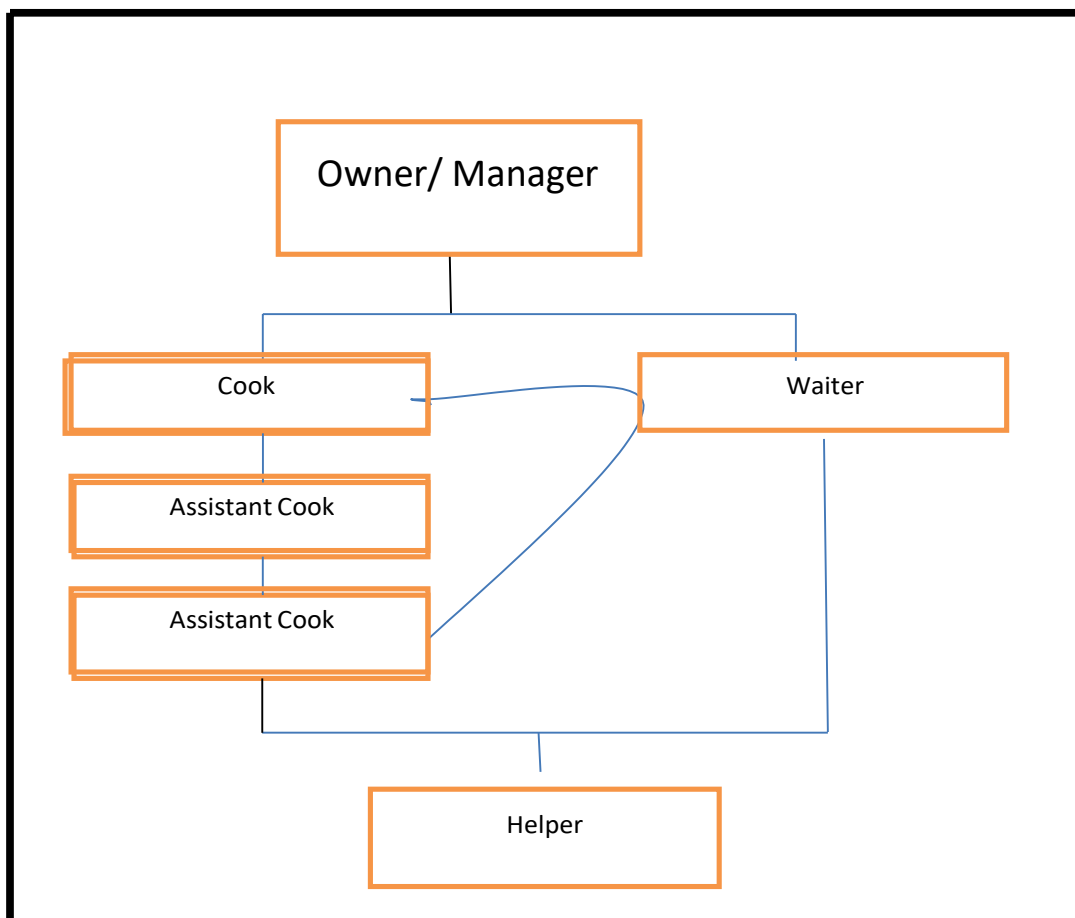
Basically these are 10 common tools of Management. They are Organization chart, Job description, Job specification, work schedule, Job analysis, Budget, Leadership style, Training, Decision making and Communication.

The Organization chart

An organization chart is a blue print of an entire team of employees working in an organization at various positions. The organizational chart tells us the position, power of authority, the nature of task [work] and the relationship between a superior and a subordinate and the order of decision making. Generally, by looking at an organizational chart one can make out who reports under whom. We can clearly understand the direction of communication. The following illustrations will help us to understand better.

Organization chart of a Snack bar

Normally in an organizational **chart**, the function and the position of an employee is depicted in the **form** of blocks. The formal nature of authority and relationship **is in bold** lines. The informal relationship between the employees usually represented as dotted lines.



Organization Chart of a snack bar

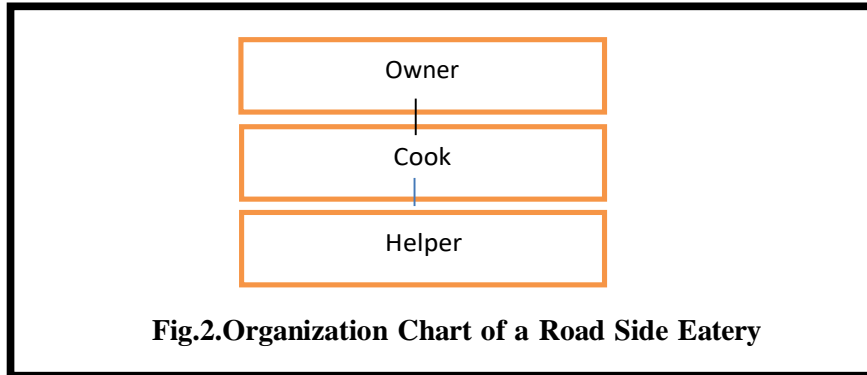
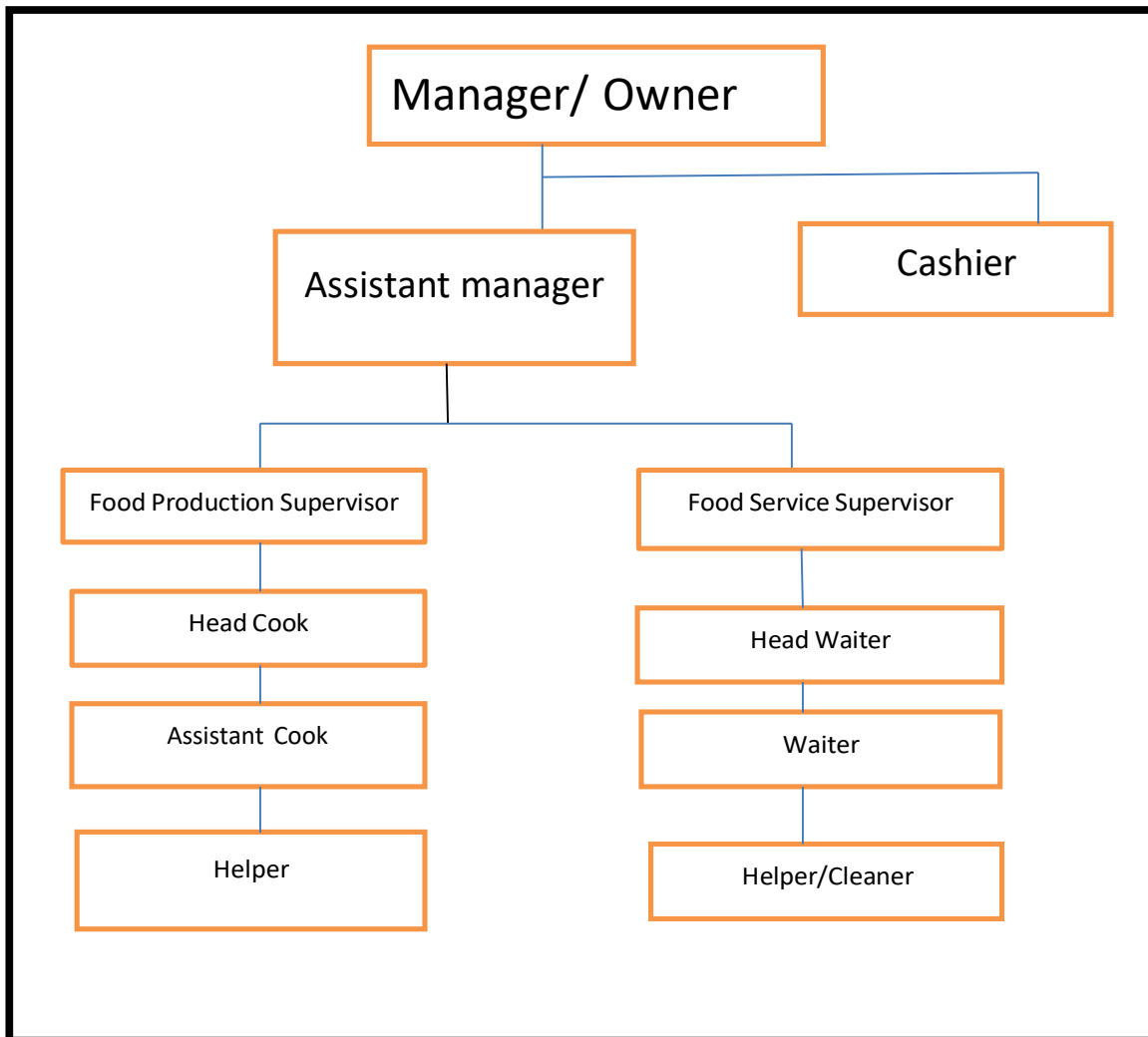
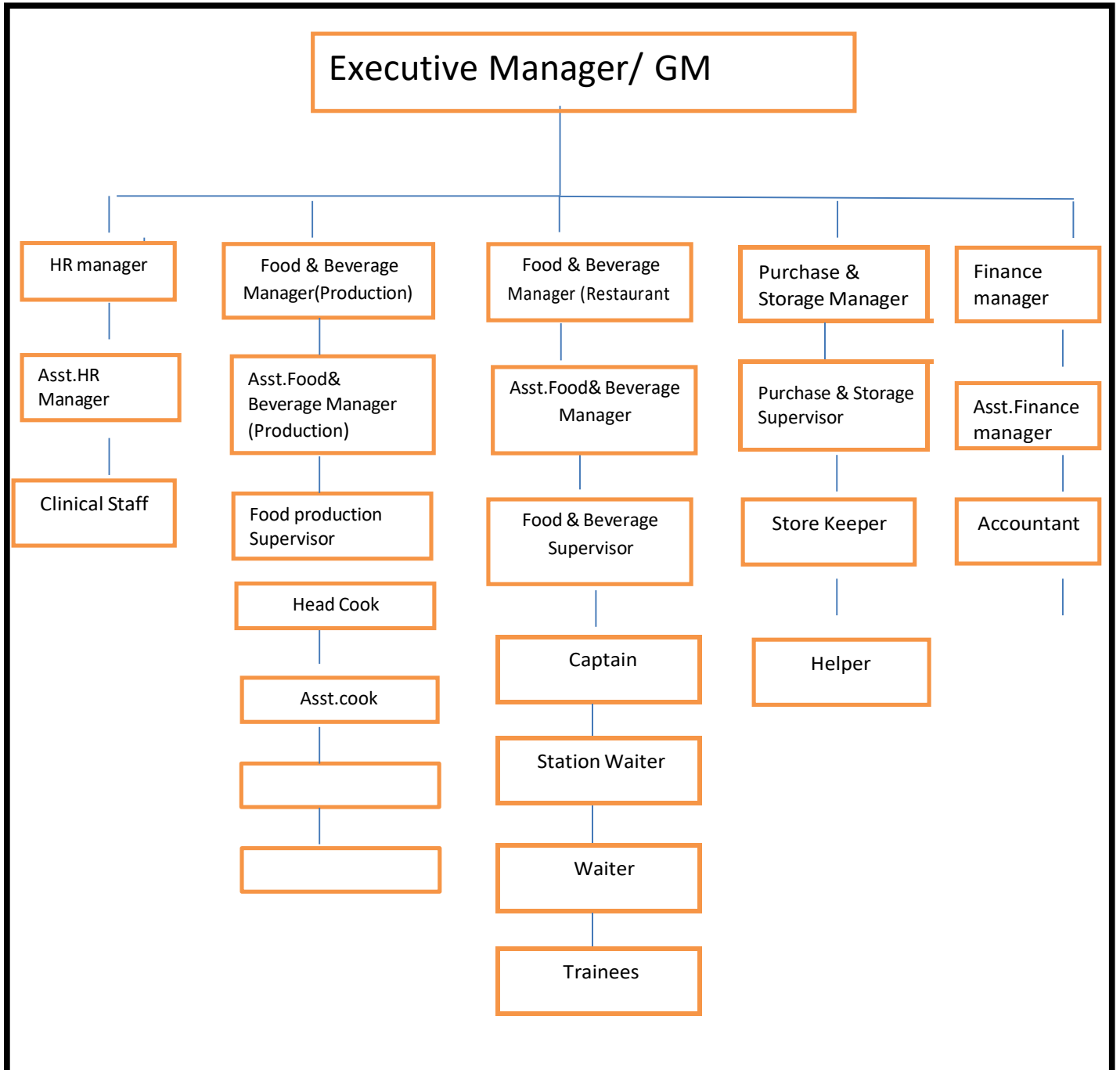


Fig.2.Organization Chart of a Road Side Eatery



Organization Chart of a small hotel



Organization Chart of a Restaurant

It is evident from the above organizational charts (fig, 1 and 2) that the power of authority and decision making lies with the owner or manager of the eatery. The cook and the waiter reports directly to the owner, whereas the assistant cook and the helper reports to the cook and the waiter respectively. The authority and responsibilities in both the cases are passed downward. From the chart one can also observe the existence of a formal line of relationship between the owner, cook, asst. cook and the helper and an informal relationship between the cook and the waiter and also between the helpers.

In an organizational chart the line of communication flows in two directions namely vertical and horizontal. In a vertical direction the superior person assign work with suitable power of authority to his immediate subordinate. Whereas in a horizontal direction (fig 3 and 4) the level of position of employees in the same line indicates equality in responsibility and power of delegation under different work area. An organizational chart can be made up of both vertical and horizontal direction depending on the size and type of an organization. Smaller the organization, more vertical the chart will be. When an organization grows the length of the organizational chart increases and the duties and responsibilities gets divided horizontally into different work area/departments. Example Fig 4.

The organization chart also indicates whether the power of authority and delegation is centralized or decentralized. If all the decision making pertaining to the management of a food service is taken by the top level of officials, it is said to be centralized in nature. In contrary when all the employees at different levels are given the power of decision making in an organization, it is said to be decentralized in nature since an organization chart educate an employee on authority relationship, different levels of management, types of positions and nature of control and decision making process in an organization, it is considered as one of the most important tools of management.

Job description

Job description in a food service industry literally refers to a brief detailing of a job to be done by an employee specific to his work area. A clearly described job certainly increases the performance level of an employee while describing a job, care must be taken to make it simple and easy to understand usage of scientific terms and vague description may make an

employee frustrated as it may be difficult for him to understand and handle it. Also care should be taken not to detail each and every aspect of the job as it will not enthuse the creativity level of the employee and will bring monotony in working style. However, when describing a job at operational level, (i.e) to personnel with maximum task based skills with minimum decision making capacity, (eg) waiter (or) helper, it has to be clearly detailed in depth in the language which can be easily followed by less educated workers (Fig-1) whereas at managerial level, a brief detailing will do, since the employee has the benefit having face to face conversation with superior. Job description therefore informs an employee the work standards expected out of him before and after recruitment and channelizes him in the correct path of work culture.

Fig.1.Job description of a waiter

Job title: Waiter

Code No:

Department: Food and Beverage Service

Establishment:

Job Summary

The Job involves.

1. Service of food and beverage
2. Requesting fresh linen and table cloth the laundry
3. Requesting flower from the horticulture/ storage department
4. Checking deliveries with requisition slip
5. Cleaning the restaurant
6. Setting the restaurant
7. Setting the table
8. Filling the water jugs
9. Receiving the guest
10. Placing the menu card to the guest
11. Taking guest order
12. Placing the guest order to the kitchen
13. Receiving food from the kitchen
14. Serving the food to the guest
15. Arranging for guest bill

16. Giving the guest bill, collection of bill, tendering change
17. Cleaning the table.

Job description of a waiter Job title:

Manager

Code No:

Department: Food and Beverage Service

Establishment:

Restaurant Manager

Job Summary:

The Manager is responsible for

1. Efficient functioning of Restaurant
2. Administration of Restaurant, bar, other facilities.
3. Coordinating with related department staff and employees.
4. Preparation of budget.

Performance Requirement

1. Perform the above responsibilities
2. Team building
3. Develop healthy work culture and environment
4. Evaluate work and staff performance
5. Foster maximum utilization of resources

Supervision

Supervise all food service area (Restaurant)

Checking for quality

Cost control measures

Obtaining feedback from customers

Job specification

Job specification refers to the criteria of standard expected from an employee for a particular job. It includes the details on the academic qualification, years of experience, skill competency and personal standards requirements. A job specification will also inform the employee on work timings and scope for professional growth. Many a times job description is used as an alternate of job specification to meet out performance standards. Fig. ----- show a sample of job de specification of a waiter.

Job title:	Waiter
Department:	Food and Beverage service
Supervisor:	Food and Beverage manager
Job Summary:	As specified in Job Description
Experience required:	At least two years of experience in Restaurant.
Knowledge and skill: knowledge on Menu, table setting and service techniques.	
Reference required: One at work and one personal	
Hours of work: 40 hours a week	
Promotional opportunities: To station waiter with extra work experience of	
5 Years	
Skill testing: Actual performance tests to be passed to expected standards.	

Work schedule

A discrete means of mapping a work with a stipulated time frame for an employee is known as work scheduling. Generally, it is also termed as time or activity plan. A manager does a sequencing of work to be performed within a given period of time. Since the sequence of work is handed over to an employee much before the work get started, an employee can comprehend the work clearly and perform the task to his fullest with minimum instruction. Work scheduling helps the management to tap the maximum potential of an employee, effective utilization of resources and time and maximizes work efficiency.

While scheduling a work, the food service manager should take into account the low and peak period of working hours. for example in a restaurant the low period of work will be between 10.30 to 11.30 in the morning and between 6.00 to 7.00 in the evening where the clientele visit will be less compared to the peak hours of lunch (12to 2.30 PM)and dinner (7.00 to 10.00 PM). It is always wise to schedule tasks which requires less time and effort during the low period of working hours and to plan important task during the peak period. To ensure better

work efficiency, complicated and challenging tasks should be given during the early hours when the employees are fresh and energetic.

Time	Assistant cooks
8.00-9.00	Assist chief cook, boil vegetables, cutting onions and help in washing, peeling and chopping of vegetables.
9.00-10.30	Grinding of masalas. Boiling of dhal. Roasting of dry ingredients
10.30-10.45	Break
10.45-11.45	Preparation of plain rice. Preparation of gravy and subji
11.45- 12.00	Garnishing and seasoning of prepared dishes
12.00-12.15	Filling of service utensils
12.15-1.45	Refilling of service utensils
1.45-2.00	Winding up of service area
2.00-2.30	Lunch break
2.30-3.45	Kneading of dough, preparation of batters, stuffing spring rolesans samosa, boiling of ilk and brewing of tea and coffee
3.45-4.00	Tea break
4.00-5.15	Service of tea ,coffee , snacks and winding up tea service
5.15-5.30	Reporting to chief cook

Job Analysis

Evaluation of various component of a job at frequent interval to ascertain the area of improvement and performance level is called job analysis. Job analysis helps in enhancement of work efficiency, simplification of task, identification of overlapping of work and requirement for up gradation of technology and equipment. Jobs are usually analyzed by splitting the job into smaller unit's construction of a pathway chart in sequential order to analyses the time and energy consumed in performing a task.

Evaluation of the tasks for processes, material, equipment and skills of employees

Steps	pathway of task
1	collection of ingredients
2	slicing of vegetables
3	preparation of batter
4	Pre heating of oil.in the frying pan
5	Dipping of sliced vegetable in to the batter
6	frying of baji
7	Portioning and service of baji

Fig ---Job analysis for baji preparation`

By looking at job analysis one can find out the scope for combining the task for effective utilization of time. Example the step 3: preparation of batter and 4: Pre heating of oil in the frying pan can be done simultaneously to save time. Work efficiency can be achieved because of smooth flow of work. Conservation of time and energy impossible because of scheduling.

Budget

Budget is the projected financial allocation of funds for the successful operation of any organisation.it helps an institution to fix up its targets, manpower requirements, volume of sales and anticipated expenditure in terms of purchase and maintenance. Since food service industry is highly perishable budgeting is considered as an important tool of management. Normally a food service industry plans three types of budget they are
Master budget: the overall budget which includes both capital and operating budgets.

Capital or cash budget: Allocation of funds made on fixed assets, debtors stocks etc. Are called capital budgets. Sometimes they are also referred to as fixed budget since the amount to be spent is fixed at the beginning and cannot be changed.

Operating Budget: Allocation of funds on sales, manpower, overheads, food and resources are called operating budgets. They are also called as flexible budgets since the allocation of fund can be altered according to the requirement. Generally operating budgets are planned based on the past sales volume and expenditures.

Leadership

The growth and success of any food service industry solely depends on the quality of its leadership. Be it any kind of food service industry, the task of setting a mission and vision

and chasing the dreams of all the employees towards achievement of common goal through proper direction and coordination is possible only with a good leadership. According to Peter Drucker leadership is the lifting of man's vision to higher sight, the raising of man's performance to higher standard, the building of man's personality beyond its normal limitation. Leadership is the ability to persuade others to seek defined objectives enthusiastically (Keith Davis). Leadership qualities are sometime inherited from birth and acquired from training.

Leadership styles are of various types and its execution depends on the situation. Generally, there are three different types of leadership styles. They are

Autocratic Leadership: An autocratic leader always takes up the role of deciding the policies and course of action to be taken. He always dictates terms and conditions on how, when, where and by whom a task has to be performed. He is strict and gives very little freedom to the employees. The simple message that he conveys to his employees is that 'follow my instructions or else'... meaning the employee to face the consequence if he does not obey him. Sometime an autocratic leader can also be benevolent.

Merits

- Generally, they bring in lot of efficiency into the system.
- Since instructions are given by one person, it saves time and easy to understand.

Demerits.

- Since the communication is one way it often leads to ambiguity and is prone for error.
- No scope for feedback and hence very little corrective measures can be taken
- On the whole it sets very low morale and productivity.
- This leadership brings in monotony with restricted innovation and creativity

Democratic leadership.

A democratic leader exhibits participative approach in the function of food service industry. Duties and responsibilities are given to all employees with assigned authority right from goal setting. Employees enjoy the freedom of action at all levels and fosters creativity and innovation. It also encourages team building and limits interpersonal conflicts. Unlike the autocratic leadership, even in the absence of a democratic leader the food service can function efficiently since the individuals are aware of their responsibilities.

Merits

- Since it is a participatory approach each and every person works hard to achieve the goal.
- Cultivates a high level of motivation.
- The leader has the benefit of receiving innovative ideas with enthusiastic work environment.
- Fosters excellent communication networking system within the food service institution.
- Creates an equal platform for all the employees to develop and grow with the organization

Demerits

- Time consuming if it is not executed in properly
- Some leaders may misuse this leadership style to shed their responsibilities

Free Rein

A free rein leader does not have control on his employees. This type of leadership quality is highly dangerous because the employees may not know what is expected out of them and sets their own objectives and work towards achieving them.

Demerits

- Organizational objectives are not defined and hence cannot be achieved.
- Wastage of time since the employees are deprived of commands and direction
- Poor work environment with low motivational levels
- Low productivity.

A good leadership style will take food service industry to a high level of success. A foodservice manager should always try to strike a balance in adopting the leadership qualities.

Training

Training is the process of enhancing the competency and skill of an employee to perform a particular job. Generally, an employee gets trained in specific skill according to his job specification. Since the hospitality industry keeps changing in tune to the customer's expectation and satisfaction levels, training plays an important role in food service industry. It nurtures the employee with the right attitude towards work. Training imparts self-confidence and work efficiency among employees and hence is considered as an important management tool. It also brings out the best potentials of an employee.

Decision making

The mental process of choosing a best course of action between two or more options is termed as decision making. Food service industry calls for decision making at all levels and is practiced by all employees within the institution. Any food service personnel be it a food and beverage manager or a waiter makes two types of decision- routine and strategic. Decisions which are taken spontaneously without much of thinking are called routine decision making eg. Topping a pizza. Routine decisions are usually repetitive in nature they are also called as programmed decision since the decision making process does not vary. Decisions that are made after a series of thinking and evaluation are called strategic decision. This decision making processes differ from individual to individual based on the situation .eg. Solving a guest problem. These decisions are also called as programmed decisions. These decisions are generally taken during emergency and crucial circumstances. Care must be taken while making a decision since one cannot see the impact of decision immediately. A bad decision will always lead to loss of reputation, waste of time and manpower.

Communication.

Communication is defined as an exchange of facts, ideas, opinion or emotion by two or more persons- Newman and summer.in simpler term communication literally means passing and interpretation of information between individuals. A food service institution cannot survive without an effective communication. Communication takes place between the manager and subordinate, between employees and between employee and guest. Food service personnel should be well-versed in using the following types of communication.

Verbal communication- communicating through speech, phone calls.

Written communication-communication by means of letter, e mail, policies, rules, guidelines, notes etc.

Body gestures- facial expressions coupled with different tone of voice and emotions.

Silence- communicate the felling of frustration, worry, mental agony, disapproval and dejection.

An effective communication system in a food service will foster healthy work environment, improves inter departmental relationship, leads to customer satisfaction reduces ambiguity and promotes organizational growth.

Conclusion.

To conclude, no food service outlet can function efficiently without the above specified tools. Management tools act as an affective guideline at both managerial and operational levels.

It is evident from the organizational charts [Fig 1 and 2] that the power of authority and decision making lies with the owner and manager of the eateries. The cook and the waiter reports to the owner. The Assistant cook and the helper reports to the cook and waiter respectively. The authority and responsibility in both the cases are passed downwards.

From the chart, one can also observe the existence of a formal line of relationship between the owner, the cook, the Assistant cook and the helper. And an informal relationship between the cook and the waiter and also between the helpers.

In an organizational chart, the line of communication flows in two directions namely, vertical and horizontal. In the vertical direction, the superior person assign works with suitable power of authority to his immediate subordinate. In the horizontal direction [Fig 3 and 4] the position of an employee indicates equality in responsibility and power of deletion under different work areas. An organizational chart can be made up of both vertical horizontal directions depending on the size and type of an organization. Smaller the organization more vertical the chart will be. When an organization grows the length of the organizational chart increases. The duties and responsibilities get divided into different work areas [example, Food and beverage production, food and beverage service, purchase and storage, personnel department and finance department].