

# **Managerial skills and management policies for F&B management**

# After study this chapter you will able to;

- Distinguish the characteristics and practices of leaders and managers.
- Define leadership and management.
- Distinguish between transactional and transformational leadership.
- Describe the key management functions.
- Differentiate between leadership and management.
- Define ethics and apply the importance of ethical behaviors to the hospitality industry.

# Additional reading

- Davis, B., Lockwood, A. Pantelidis, I.S. and Alcott, P., (2008). *Food and Beverage Management 4<sup>th</sup> ed.* London: Elsevier.
- Walker, J. R. (2004). *Introduction to hospitality management.*
- Anderson, C. and Blakemore, D. (1991). *Modern Food Service.* Oxford: Linacre House.
- Brown, G. and Hepner, K. (2004). *The waiter's handbook edition 3.*
- Klunklin, P. *Food and beverage service in the restaurant.*
- *Websites.*



# Leadership

- To strive the perfection in the delivery of services and products in an increasingly competitive environment.
- Leaders can and do make a difference when measuring a company's success.
- The leader can and often does have a significant influence on the group and its direction.
- Your experience from the past in the school, social, sporting, etc.

# Characteristics of leaders

- Bearing
- Courage
- Decisiveness
- Dependability
- Endurance
- Enthusiasm





# Characteristics of leaders (cont.)

- Initiative
- Integrity
- Judgment
- Justice
- Knowledge
- Loyalty
- Tact
- Unselfishness



# Characteristics and practices of leaders

- Challenge the process
- Inspire a shared vision
- Enable others to act
- Model the way
- Encourage the heart






# Hospitality Leadership


Leading is the process by which a person with vision is able to influence the activities and outcomes of others in desired way.







# **Transactional VS. Transformational Leadership**



<b>Transactional</b>	<b>Transformational</b>
Followers are moved to complete their roles as agreed with leaders in exchange for rewards	Make followers aware of what's important and away from own self-interest
Focus on goals	Focus on vision
Use reward & punishment for motivation	Use charisma and enthusiasm for motivation
Reactive in nature	Proactive in nature

# Transactional leadership

*Transactional leadership* is viewed as a process by which a leader is able to bring about desired actions from others by using certain behaviors, rewards, or incentives.





# Transformational leadership

The process of eliciting performance above and beyond normal expectations. A transformational leader is the one who inspires others to reach beyond themselves and do more than they originally thought possible. This is accomplished by raising their commitment to a shared vision of the future.

# Hospitality Management

- Managers forecast
- Plan
- Organize
- Make decisions
- Communicate
- Motivate
- Control the efforts of a group to accomplish predetermined goals.



# Management

- The process of coordinating work activities so that they are completed efficiently and effectively with and through other people.
- Efficiency is getting the most done with the fewest number of inputs.



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# Who are manager?

- A manager is someone who works with and through other people by coordinating their work activities in order to accomplish organizational goals.
  - Frontline managers
  - Middle managers
  - Top managers



# Key management functions

- Planning: function involves setting the company's goal and developing plans to meet or exceed those goals.
- Organizing: the process of deciding what needs to be done, who will do it, how the tasks will be grouped, who reports to whom, and who makes decisions.
- Decision making: a key management function (quality of the decision making)



## Key management functions (cont.)

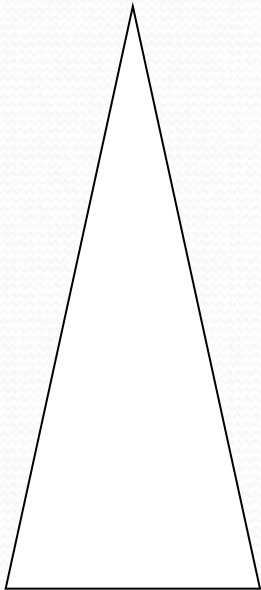
- Communication: with and motivation of individuals and groups are required to get the job done.
- Motivation: involves keeping morale high, molding corporate culture, and managing conflicts and communication.
- Controlling: is the final management function that brings everything full circle. Controlling includes the setting of standards and comparing actual results with those standards.



# Managerial skill areas

Source: Walker, J. R. (2004). *Introduction to hospitality management*. P.555

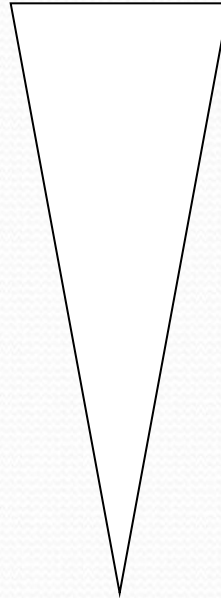
**Technical skills**



**Human skills**



**Conceptual skills**



Top Manager

Middle Manager

Supervisory  
Manager

# Ethics in hospitality industry

- Ethics is a set of moral principles and values that people use to answer questions about right and wrong.
- Ethics can be defined as the study of the general nature of morals and the specific moral choices to be made by the individual in his or her relationship with others.



# 11 Ethics for the hospitality service and tourism industry (*Stephen S. J. Hall, 1992*)





# Planning

- Planning is a function involves setting the company's goal and developing plans to meet or exceed those goals.
- A major strategic planning technique that widely use in the hospitality and tourism industry in SWOT analysis.
- What aspect do we plan for the business?

# Organizing

- Organizing: the process of deciding what needs to be done, who will do it, how the tasks will be grouped, who reports to whom, and who makes decisions.
- Organization chart.
  - Authority and responsibility
  - Empowerment
  - Centralization and decentralization
  - Coordination of activities



# Communication and decision making

- Communication: with and motivation of individuals and groups are required to get the job done.
- Interpersonal communications skills
  - Nonverbal communication
  - Body language
  - Verbal intonation
  - Perception
  - Feedback

# Decision making process

- Identification and definition of problem
- Identification of decision criteria
- Allocation of weights to criteria
- Development of alternatives
- Analysis of alternatives
- Selection of alternatives
- Implementation of alternatives
- Evaluation of decision effectiveness



# Motivation

- Motivation: involves keeping morale high, molding corporate culture, and managing conflicts and communication.
- Motivators are the intrinsic factors that increase job satisfaction and, hence, lead to increased motivation in employees.
- Maslow's hierarchy of needs.

# Motivation-Hygiene Factors

By Frederick Herzberg, The American Psychologist

“How does attitude affect motivation of employee? By asking what situations or factors made them feel good or bad about their jobs”

The study found out the factors for these feelings were different, so he create the theory called Two-Factor Theory to explain MOTIVATION & JOB SATISFACTION of a person.



# Motivation-Hygiene Factors

By Frederick Herzberg, The American Psychologist

Motivation Factors (Satisfaction)	Hygiene Factor (Dissatisfaction)
Goal Achievement	Company Policy
Honor and Recognition	Supervision
Work is a favorite job	Relations with supervisors and peers
Worked with high responsibility	Working environment
Progress in work	Salary
Promotion	Status
	Stability/security

# Motivation-Hygiene Factors

By Frederick Herzberg, The American Psychologist

- Motivation Factors (satisfier): These types of factors are tied to motivating jobs and making employees perform better. Employees view this factor as a reward for their work.
- Hygiene Factors (dissatisfier, maintenance factors): The factors which maintain the current motivation, increasing these types of factors does not create long-term satisfaction. If sufficient or justifiable to cause the employee to accept the status quo and be in peace, the hygiene factor does not affect the work.



# Control

- Controlling: is the final management function that brings everything full circle. Controlling includes the setting of standards and comparing actual results with those standards.



# The organizational control process

Control process collects information about system, process, persons or group in order to make necessary decisions including;



# The organizational control process

- Setting standards to measure performance
  - Manager defines specific goals for each department
- Measuring actual performance
  - Ex: sales growth (target) & means to collect and report data
- Comparing results (performance with standards)
  - Manager identifies whether actual performance meets, exceeds or falls short of standards
- Taking corrective action
  - Manager must determine what changes from standards and take corrective actions

# Types of control

- Feed forward control; focuses on preventing anticipated problems since it takes place in advance of the actual work activity
- Concurrent control: is a type of control that takes place while a work activity is in progress.
- Feedback control, the most popular type of control, takes place after the activity is done.



# Qualities of an effective control system

- Accuracy
- Timeliness
- Economy
- Flexibility
- Understandability
- Reasonable criteria
- Strategic placement
- Emphasis on exceptions
- Multiple criteria
- Corrective action



Question?