

Unit 25: Food Service Management

Unit code	H/616/1809
Unit level	5
Credit value	15

Introduction

This unit aims to provide students with an overview of the strategic management processes and practices found within different food service contexts. It will take students through the processes from sourcing products and suppliers to the various strategic tools and business options available to organisations, to address various challenges and issues within the business.

Students will be expected to investigate real life scenarios in the food service industry and apply analytical skills and problem-solving techniques to address real world situations. Under tutor supervision they will create recommendations and action plans for the business, using management tools and approaches.

The unit attempts to give students an understanding of the broader strategic perspectives of a food service organisation whilst considering some of the operational challenges to consider when managing strategy.

Learning Outcomes

By the end of this unit students will be able to:

1. Investigate the sourcing and procurement processes within a food service organisation
2. Evaluate operations management strategies within a given food service context
3. Explore the importance of ethical management for overall business success
4. Produce an improvement plan for a given organisational challenge within a food service organisation.

Essential content

LO1 **Investigate the sourcing and procurement processes within a food service organisation**

Overview of differing food service contexts:

Diversity of the food service context including fine dining, casual dining, fast food and take away, pop-up food services, conferences and events, themed food services

Planning product ranges and suppliers in accordance with organisational brand and theme

Food supply chain processes (farm to fork) and key players in the process:

The roles of key players in the supply chain

Procurement management:

Different types of profit opportunities, both direct and indirect cost saving opportunities, 'best deal' evaluations and pricing and purchasing approaches

Maintaining quality and quantity controls e.g. the use of supplier credibility checks and approved supplier lists

Sourcing considerations:

Different methods of supply and trace origin data

Value for money

The range/choice on offer

Aftersales services and warranties

Types of supplier payment options and methods

LO2 **Evaluate operations management strategies within a given food service context**

Analysis tools to assess business performances and inform strategic decision-making:

The use of analytical tools including SWOT/PEST, Porters 5 forces, Value chain analysis and Porters 4 Corners analysis to support business strategic planning

Product placement as a marketing tool:

Alignment with organisational strategy, appropriateness in different contexts and best practice approaches

Managing human capital and resources in operations:

Service levels and types versus brand expectations and strategy

Staffing levels and costs management, efficient rota management for seasonality, utilising skills and competencies

The use of Belbin Team roles and skills assessments and development for staff

Property and resource maintenance processes:

Food service facilities to maintain

On-going refurbishment to maintain and project a public image

Repairs scheduling through peaks and troughs

Staffing and roles in maintenance

Internal and external providers, buy versus lease options, return on investment (ROI)

LO3 Explore the importance of ethical management for overall business success

Importance of Corporate Social Responsibility (CSR) and environmental awareness in food services:

Defining concepts of CSR

Different CSR initiatives and approaches e.g. eco-friendly practices and, use of ethical alliances such as Fair Trade, organic produce and local producers/suppliers, transparency in practices

Impact of ethical practices:

How does CSR influence stakeholders?

The impact Of CSR on staff retention, image, repeat business, business longevity, brand power/strength

LO4 Produce an improvement plan for a given organisational challenge within a food service organisation

Review of management practices versus best practice:

Food service quality monitoring and control processes

Performances against standard specifications and standard operating procedures (SOPs)

Monitoring and evaluations tools e.g. mystery guests, inspections, environmental health checks and audits, customer satisfaction feedback

Problem-solving techniques and management solutions/alternatives:

A range of techniques including benchmarking, balanced scorecards, Hoshin Kanri model

Management solutions such as recruitment and talent management, restructuring and change management, redundancies, refurbishment, mergers and acquisitions, strategic alliances, re-branding

Implementation and action planning:

SMART Planning, implementation processes and models such as Seven Cs of implementation Model – BEER et al, Kotter's 8-Steps to successful change model, prioritisation matrices

Learning Outcomes and Assessment Criteria

Pass	Merit	Distinction
LO1 Investigate the sourcing and procurement processes within a food service organisation		LO1 LO2 D1 Provide valid and justified recommendations to support management practices and strategies that enhance effective business operations
P1 Examine a range of different food supply chain approaches within the food service industry, highlighting key stakeholders in the process P2 Discuss the principles of effective procurement and sourcing processes for a food service operation	M1 Analyse a range of different food supply chain approaches and procurement strategies that can enhance organisational effectiveness	
LO2 Evaluate operations management strategies within a given food service context		
P3 Assess the application of different analytical tools to support effective management strategies P4 Evaluate different management practices that support successful business operations in food service organisations	M2 Critically evaluate management tools and practices that can support successful business operations in food service organisations	
LO3 Explore the importance of ethical management for overall business success		D2 Critically analyse various ethical practices in a specific food service organisation and their impact on the organisation's business objectives overall
P5 Discuss ethical practices in a specific food service organisation and the impact of these practices on overall business success	M3 Analyse various ethical practices in a specific food service organisation and the impact it has on the overall business success	

Pass	Merit	Distinction
<p>LO4 Produce an improvement plan for a given organisational challenge within a food service organisation</p>		<p>D3 Justify recommendations to resolve organisational challenges applying measurement tools for monitoring an implementation plan for improved performance within a given food service organisation</p>
<p>P6 Assess management practices within a specific food service operation, using a range of performance review techniques</p> <p>P7 Recommend and produce management alternatives to improve performances, including an implementation plan</p>	<p>M4 Devise appropriate management solutions to address shortcomings within a specific food service operation, using a range of management tools and performance review techniques</p>	

Recommended resources

Textbooks

CHON, K. and MAIER, T. (2010) *Welcome to Hospitality: An Introduction*. 3rd ed. Delmar, New York: Cengage Learning.

HANNAGAN, T. (2008) *Management Concepts and Practices*. 5th ed. Harlow: Pearson.

HILL, A. and HILL, T. (2012) *Operations Management*. 3rd ed. Hampshire: Palgrave Macmillan.

PAYNE-PALCIO, J. and THEIS, M. (2016) *Foodservice Management: Principles and Practices*. 13th ed. Harlow: Pearson.

REYNOLDS, D. and McCLUSKY, K. (2013) *Foodservice Management Fundamentals*. Chichester: John Wiley & Sons Inc.

Websites

www.fdf.org.uk	Food and Drink Federation (General Reference)
www.foodservicedirector.com	Food Service Director News and Business (General Reference)
www.ih-ra.com	International Hotel and Restaurant Association (General Reference)
www.instituteofhospitality.org	Institute of Hospitality (General Reference)
www.iosh.co.uk	Institution of Occupational Safety and Health (IOSH) (General Reference)

Links

This unit links to the following related units: *Unit 6: Managing Food and Beverage Operations Unit 16: Human Resource Management*

Unit 17: Entrepreneurship and Small Business Management