Management is a process involving activities through which action is initiated and resources used for achievement of a preset goal. Certain basic guidelines can be formulated by every manager, to help him in the successful management of his establishment.

**PRINCIPLES OF MANAGEMENT**

George R. Terry has aptly defined a principle as a *fundamental statement or truth providing a guide to thought and action*. Principles are formulated on the basis of past experiences of managers in related situations, through a process of recording mentally or in writing, the effects of decisions taken in the past. Although no two similar situations can be dealt with in exactly the same manner, present decisions can be based on the results of past decisions taken (under fairly similar circumstances) depending on the future goals to be achieved. Thus principles are not rigid foolproof rules to be applied for finding solutions to problems, but flexible, practical, consistent, and relevant guidelines for use in similar sets of situations. Principles, therefore, provide a hypothesis for predicting future happenings when they are used with the manager’s own judgement of how and when to apply them. These guidelines are called principles of management.

When managers make decisions that have constantly proved wrong, the fault does not lie in the management principles, but in the judgements made when applying them to a particular situation. For example, a catering manager may follow the principle of serving meals strictly between 12.30 p.m. and 2.30 p.m. every day. But one day there is an unexpected rush of customers, and prepared meals get finished by 2.00 p.m. How will the manager apply this principle? His judgement can lead to the following actions:

- Close down service at 2.00 p.m. on that day.
- Quickly use some ready to serve foods held in stock to make up meals and meet the rush.
- Request staff to make sandwiches and arrange for serving eggs to order for the remaining half hour of the service.

In this manner there can be so many different reactions to a particular situation that it may seem confusing to make a decision. But the principle if applied with value judgement, helps to make decisions easier and more effective. A manager who places greater value on the *goodwill of his customers* will not think twice about keeping the food service open, and providing whatever he can to satisfy his customers. He would not take the risk of turning away even a single customer.
Another might value his own image vis-a-vis the staff, in which case he will treat the situation as a challenge and think of quick preparations, being guided by the principle of keeping the food service open. A third manager may value good relations with staff and take the opportunity to give them half-an-hour off, based on his decision that the number of customers between 2.00 p.m. and 2.30 p.m. are not significant enough to go through the exercise of preparing meals all over again and taxing his staff unduly.

In this manner the number of decisions possible can be as many as the value judgements people have. Principles applied must therefore, be flexible enough to be used in situations where goals change from time to time, no matter how far apart in time similar situations may arise. Principles represent the historical collection of cause and effect data obtained from experiences of managers in various situations, from which practising and potential managers can draw, for making decisions effectively.

There is no fixed number of principles that a manager may adopt as the basis of developing his establishment, and with individual experiences gained, very different guidelines for efficient working may be established in different organisations. Some principles help managers to predict, others provide guidelines for decision-making at various levels of an organisation. According to Koontz, O’Donnel and Weihrich, principles in management are descriptive or predictive, and not prescriptive. In other words, they do not tell a manager what he should do, but only give an idea of what may be expected if certain variables interact in a situation.

Some principles which form basic guidelines to managing catering operations are:

- Division of work;
- Authority and responsibility;
- Discipline;
- Unitary command;
- Unitary direction;
- Individual goals subordinate to establishment goals;
- Payment of remuneration;
- Hierarchy;
- Orderlines;
- Loyalty and devotion;
- Work stability;
- Initiative;
- Unity
- Control.

**Division of Work**

The principle of division of work is based on the concept of specialisation, and since food production activities are each quite distinct in the skills they require, jobs are generally divided according to the abilities of staff. The idea is to make abilities more efficient by performing each task repeatedly, till production speeds up and staff gain confidence. As the size of the establishment increases the principle of division of work becomes more applicable as against a small coffee shop in which a cook and his assistant do most of the kitchen work, and shift to the service counter when production is over. Similarly, an owner-manager of a small canteen would probably perform the tasks of the cashier, accounts clerk, purchasing manager, recruiting staff, catering supervisor and so on. But as the establishment increases in size and the amount of work increases, the jobs would be delegated to people having the required abilities to handle them.

The principle of division of work, however, has to be applied with care in food services because its strict application might lead to staff being unable to takeover another’s job. For example, if a cook leaves, the assistant would not be able to produce food of the same quality for the
customer unless he has been trained by the cook while he assists him on a daily basis. If this is not done it may prove detrimental to the establishment and result in decreasing demand in the long run.

The principle should only be applied to the extent to which it helps timely achievement of goals. Since food has to be prepared and served at a particular time, this principle may be used to ensure speed.

**Authority and Responsibility**

The principle of authority works in two ways, that which is exercised because of position in the organisation, through the chain of command formally laid out, and that which is attributed to a person’s intelligence, experience and the sense of values he holds. Both types of authority complement each other. In any work situation some of the official authority may be delegated along with the responsibility that a task carries. For example, the task of meal production and job distribution may be delegated by the catering manager to the head chef in the kitchen. He then also gets with the delegated job, the responsibility of ensuring correct portions, standards, quality, customer satisfaction and profits. Authority may also be dispersed or centralised in principle, depending on what the situation demands.

**Discipline**

The principle of discipline covers factors such as punctuality, courtesy, adherance to rules and regulations, obedience that are essential for smooth functioning of establishments where group activities are involved and directed towards common goals. Discipline requires a tangible goal that guides our attitude and enables the identification of wrong from right. When discipline comes from a spirit of commitment it keeps the establishment steady, through ups and downs.

**Punctuality**

This simply means being *on time*. Whether this refers to reaching for work, completing a task or other. It is this principle that encourages people at all levels to be more productive, alert and creative. Those who always moan there is ‘no time’ for some jobs, or are always late, are either not following the principle or avoiding adhering to time, because they are inherently slow or lazy and lack self confidence. Sometimes, they wilfully stretch work time to earn more through overtime. Time tables are usually set up for goal achievement precisely to help work to be completed on time.

**Courtesy**

This is the quality of showing respect to others as well as your living or work environment.

**Adherence to rules & regulations**

Obeying the rules laid down for work to produce harmony, safety and a stress free work environment, by following instructions to the letter. If rules and regulations are accompanied by adherance to safety norms laid down with a spirit of oneness, goal achievement is ensured. Rules and regulations guide attitudes and enable success for individuals as well as the organisation.

**Unitary Command**

Application of the principle of unitary command, goes a long way in establishing loyalty to the senior in command and to the organisation. It removes any chances of confusion and improves
communications through better understanding of particular personalities. There should therefore always be a single commander in each department.

Where more than one person is giving different instructions, loyalties get divided and subordinates take advantage of the conflicting situation to evade work. The result is that time gets wasted, work gets disorganised and performance and efficiency drop.

**Unitary Direction**
This relates to coordination of activities to achieve a single goal. There can be no command without direction. Undirected or multidirectional goals only lead to confusion and unachieved goals.

**Individual Goals Subordinate to Establishment Goals**
This principle is important for the success of any establishment, because if every individual starts working to achieve his own goals first and then those of the establishment, there is no doubt that the organisation will have to close down. This is because there is no end to individual needs and when one is satisfied another will crop up, at the cost of the food service. Clear goals need to be set and exhibited in work areas giving the work-time schedule to be followed. Managers however, need to see that in the process of goal achievement individual goals too are achieved to the extent possible. For this close supervision is necessary to monitor achievement.

**Payment or Remuneration**
All work must be paid for in order to motivate people to do their best. The methods of payment agreed on should satisfy employees and the organisation, the terms in principle being, as far as possible, impartial.

**Hierarchy**
The principle of hierarchy refers to the chain formed by staff placed at different levels in an organisation, and corresponds to the various levels of management—line, middle, and top management.

**Orderliness**
This principle is most applicable to catering establishments which are constantly handling materials, heavy equipment and working with steam and other fuels. Material orderliness is of utmost importance because perishables need to be kept for different periods of time in raw, partly prepared and prepared forms. Orderliness helps to avoid cross-contamination, saves time looking for materials and equipment when required and ensures safety for all concerned.

Orderliness with regard to manpower is helpful in placing people in positions so that the right man is in the right place at the right time—a reflection of good organisation. Some examples are issue of uniforms, tools and equipment, food and resources ready for work, on arrival.

**Loyalty and Devotion**
This principle ensures an atmosphere at work which is bound to generate a unified attachment to the organisation and to its interests and goals, through development of harmonious relations at work. Efforts to generate love, cooperation and motivation at work through provision of comfortable working environments.
PRINCIPLES AND FUNCTIONS OF CATERING MANAGEMENT

**Work Stability**
The principle of minimised labour turnover creates a sense of security and confidence in people, leading to better orientation at work. If this principle is not followed for any reason, and cheap labour is employed haphazardly, the turnover increases. This is very costly both in terms of the wage bill and increased recruitment and administrative costs, besides resulting in poor performance of staff, attracting semiskilled or unskilled persons for work.

**Initiative**
If staff are allowed to suggest plans which can be followed even partly, it is highly motivating for them. For example, if a recipe idea offered by an assistant cook is accepted and prepared by the head cook, initiative develops in the staff. Based on this principle, staff are often encouraged to participate in making decisions which affect them. This helps to raise morale, develop new ideas and increase efficiency.

**Unity**
This principle emphasises the spirit of group work, and helps to establish smooth communications, between people, thus developing healthy team spirit. This can be achieved by fair and just management practices offering reward and punishment as required.

**Control**
This principle suggests that limiting the area of control of a leader or supervisor to cover the work of only five or six people having related jobs, brings about greater efficiency. This is often referred to as the span of control.

Thus, principles used with good judgement enhance the chances of reaching set goals, increase understanding between and with people, help in decision-making and encourage better use of resources. Since all plans of action are based on decisions made within the value structures of managers, principles provide the base from where to start towards goals.

**FUNCTIONS OF MANAGEMENT**
The functions of management for any catering operation, small or large, are basically the activities which a manager performs to get people to work harmoniously towards organisational goals. These functions are distinctly different from the activities involved in the actual production and service of food in a catering establishment. There are basically six functions which every manager performs, as shown in Fig. 1.1.

![Fig. 1.1: Functions of management.](image-url)
Planning

Planning is the continuous process by which a manager scrutinizes past performance, reviews its applicability in the light of environmental changes, internal and external to the organisation, and forecasts future trends. He then sets the goals for the establishment and bases its activities towards achieving them. The planning process is generally initiated by an awareness of an opportunity or a problem, which can be foreseen in the future. In the light of forecasts the establishment is scrutinized for its strengths and weaknesses, and new objectives and goals are established on the basis of certain assumptions. These are also referred to as planning premises and include forecasts pertaining to technological advancement, economic and social factors, governmental controls, customer attitudes and competitive forces. All planning involves three main steps:

1. Gathering information for chalking out broad policies relating to building, standards, finances, staff needs, food service methods, type and number of customers that can be expected. In short, any information for making a workable scheme.

2. Actually developing a blueprint of the structure, arrangement of spaces and activity details that can be conveniently translated into action from the information collected.

3. Setting goals or targets to be achieved in a predetermined period of time. The goals must be related to a fairly accurate forecast of future events, since they cannot be based on absolute certainty.

Planning is thus a mental exercise, the results of which are later transcribed on paper for reference as the activities proceed. It is also a continuous process taking place at all levels of management, helping the activities of the establishment to proceed as realistically as possible towards goals in constantly changing environments.

Catering establishments differ from other organisations basically in the type of goods and services they offer. Food being perishable in nature, and customers temperamental in their attitudes towards food, it becomes important for catering managers to set goals for relatively short periods of time. This usually covers six months to a year in terms of food production goals. But, goals concerning the type of facility to be offered can be set for longer periods. This is because it is not practical to take up restructuring of premises or changing the type of equipment frequently, as they both require high investment and in any case have longer life spans. The planning for building, equipment, etc. is therefore done for five, ten or even fifteen years.

Goal setting is fundamental to any achievement. Any goal set must be clear to the planner as well as to all those who would be involved in the activities for achieving it. This helps people to know why they are doing what, and feel a sense of achievement at the end. Work then becomes purposeful, creative, orderly, productive, cost effective and satisfying for all involved. Apart from benefits to the organisation, people benefit too, through better relations with each other, economically through bonuses, personal development by acquiring skills and experience and a sense of belonging to the organisation.

Goals in any catering establishment need to be set along a continuum as indicated in Fig. 1.2. beginning from short-to-long-term goals.
It will be observed from Fig. 1.2. that for achievement of goals set at various points in time different skills are involved, starting from the acquisition, production and service of food to long-term policy-making for profitability. These reflect the different staff levels required in a catering establishment for performance of various jobs. As one travels to the right of the goal continuum the amount of mental effort required in planning, and the risks required to be taken in making decisions for the future, increase. This is because it is more difficult to predict changes that may occur in the environment, in say about five or ten years time, as compared to those in six months or a year. It stands to reason therefore that every goal set need to be reviewed in the light of changes occurring as the activities proceed towards it.

Blanchard and Johnson (1983) have suggested that once a goal has been agreed upon, it should be recorded on a single page in about 250 words only. This should be done clearly enough for all those involved in achieving it, to understand what they have to work towards. It is believed that 80 per cent of the important results desired are achieved through 20 per cent of the total goals set. So if every manager shifts the goals along the continuum and identifies six to ten important ones, these can become the key targets for all activities, for which details and standards for achievement can be chalked out and identified. These when written out clearly and understood by all concerned constitute a plan.

Planning catering operations thus involves stating objectives clearly by:

- **Forecasting** the number of customers accurately.
- **Judging customer expectations** through familiarity with their food habits, religious and cultural backgrounds and economic status. In other words it means knowing their purchasing power, timings and manner of eating, and expectations from the food service.
- **Determining profit margin** required to cover all costs taking into account inflationary trends menu composition, tastes of customers and so on.
- **Establishing profit policy** (once costs are calculated) in the light of financial constraints like tax requirements, subsidies in the form of free meals to employees or subsidised overheads.
- **Knowing staff skills** for production and service.
Accurate future projections of the above help establishments to lay down general policies that would prove feasible over longer periods of time, especially where factors determine the planning of sites, spaces and facilities, as these cannot be changed or shifted easily once bought and built due to financial and other constraints.

Every establishment irrespective of its size requires to formulate plans of action for its present and future success. Though some managers may consider planning to be a costly exercise requiring lot of time, effort and money, it has certain distinct advantages. It helps to:

- **Minimise time-wasting activities**, that may involve waiting for instructions or ingredients because of last minute purchasing, leading to an indefinite cycle of uncertainties of what is to be done next and so on.

- **See future possibilities** making managers alert to changes in trends that may affect the activities of the department. For example, the change in price of a material will immediately make managers think of using substitutes. Again, a noticeable change in tastes of customers can be seen through menus which have been planned and recorded over a period of time. These help to inculcate changes in future plans well in time to eliminate wastage of ingredients through overstocking.

- **Organise and integrate activities** in proper sequences, match jobs to skills and increase overall efficiency by seeing the inter-relationship of the various activities in the light of total objectives of the organisation, and of individuals. When each person’s responsibility and the contribution their activities make to the final goal are understood, the staff also get motivated to bring out their best.

- **Eliminate confusion** if the plan is communicated well to those involved in its implementation.

- **Provide an important basis for control** through budgeting of time, energy, space and money, while forming targets for achievement.

- **Enable managers to direct their subordinates** at all levels effectively towards the goals. With every step forward in the right direction, job satisfaction and confidence develop.

![Fig. 1.3: Approximate planning time recommended for catering staff.](image-url)
Time spent on planning therefore, is time well spent, provided it is not overdone. Figure 1.3 gives an idea of the time that may be spent on planning, by staff at different levels in a catering establishment.

It will be noticed that the higher the level of management in an organisation, the greater is the time spent on planning, the least being at the operative level where it is a matter of only sequencing individual activities, distributed through detailed plans of work handed down. So while kitchen staff often have the feeling that managers sit all day in their chairs while they do all the work, it is quite clear that the difference is only in the nature of the work. Managers do more mental work while food production and service staff do more physically, putting plans into action.

However, sometimes managers get so involved in planning that they find little time for supervisory, and other important coordinating and directing functions. This leads to a constant effort of trying to catch up with neglected functions and correcting unsupervised wrong actions so that confusion, dissatisfaction and inefficiency results. Too much time spent on planning is thus disruptive as well as costly. In addition, it blocks initiative and creativity of staff, delays work and affects staff relations adversely. Also the higher the planning level the greater is the time lag between setting the goals and measuring performance towards them. For instance a dishwasher’s performance can be judged on the spot because the goals are set in the activity area, i.e., the kitchen itself. But, a cook’s performance in controlling costs can be assessed only after a day, week or month. This is because the goals for profitability are set at the highest level in the establishment and evaluated long after the cooking is done.

Important areas of planning in catering establishments are planning for premises, functional areas, staff and customers, all of which are discussed in the units that follow.

Organising

Once the goals have been set and responsibilities of work understood by key staff of departments, each area of the plan needs to be put into practice. In the catering field the key areas of activity revolve around the production cycle, service areas, profit planning and record keeping.

Each department manager then has to translate his plan into clear-cut activities, which are then sequenced in a manner that will result in smooth work flow. The ability to establish such a work flow by proper coordination of activities allotted to staff, according to their abilities is termed as organisising. It involves demarcating areas of activity and then establishing activity—authority relationships for each worker or groups allotted particular activities.

Steps in Organising

A number of steps are involved in organizing any activity as highlighted below:

- Each activity is broken down into specific action units.
- Each action unit is then allotted to a manageable group of people, and authority delegated to a group leader for task performance.
- Staff are allocated to each action unit and placed in positions according to their skills with levels of authority clearly defined.
- Adequate resources are then allocated for each activity.
- Work load is equally distributed to avoid stress areas and fatigue.
Organising is thus a matter of putting together resources by matching skills with tasks, within the structural and financial constraints of an establishment. A catering manager therefore, needs to organise his staff, equipment and materials into work centres and service areas to provide optimum levels of production and service thereby giving satisfaction to staff, customers and the organisation in terms of profits.

The fact that organisation and therefore authority relationships between people exist in every establishment cannot be denied. Even the smallest food service has an organisation structure, formally spelt out or informally created by one person instructing and others following those instructions and reporting back. The different types of organisation structures and their uses are discussed in Chapter 2.

Directing
While planning and organising require mental effort on the part of the manager, directing is the function that initiates actual performance of tasks and requires greater interaction between people. This is done by:

- Instructing
- Guiding
- Supervising
- Teaching
- Reviewing.

Instructing
This is an important step because while a manager may have worked out a perfect plan of activities indicating who is to do what, unless the instruction to the group actually carrying out the plan is clearly understood by them, paper plans can fail miserably. All instructions, therefore, should be clearly written out in a language understood by the staff, then verbally communicated to them so that any queries arising from the staff can be clarified before the work actually starts. Then copies of written instructions should be placed on notice boards at suitable points in the kitchen and service area. It is a good policy to prepare instructions for each activity and paste them at each work centre for ready reference of the person actually performing the task.

In catering situations interaction is extremely important because people involved in kitchen and service areas are generally of different educational, cultural and religious backgrounds and communication is not as simple as it may seem to a manager. Staff understand instructions according to their own experiences, and abilities, and a very simple instruction like *Please bring me some coffee* can mean different things to different people. To a server it would convey a cup of coffee, to the kitchen staff it may mean getting the manager some coffee beans to sample, to the storekeeper it may mean issuing a fresh tin of coffee, and so on. Where such a disparity of backgrounds and job skills occur, it is wise to pass on instructions to the person directly in charge of the kitchen such as the head cook or kitchen supervisor depending on the size of the establishment or the organisation structure of the kitchen. It is also more likely that instructions passed down to other staff in kitchens by the cook would be better received and accepted, because he is seen as one of them doing jobs with the rest and yet respected as a senior member of the unit, being therefore of his