



# ICM

SEPTEMBER 2016

FOOD & BEVERAGE MANAGEMENT

**Instructions to candidates:**

- a) Time allowed: Three hours (plus an extra ten minutes' reading time at the start – do not write anything during this time)
  - b) Answer any FIVE questions
  - c) All questions carry equal marks. Marks for each question are shown in [ ]
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1. Whereas the commercial sector provides food and drink to the general public, the welfare sector caters for those who have a social need. Examine these two sectors of the hospitality industry, and compare and contrast FIVE food and beverage outlets from the commercial sector with FIVE outlets from the subsidised sector. [20]
  2. It is important to recognise that the specific reasons behind a customer's choice will influence the level of customer satisfaction.
    - a) Consider reasons why customers choose to eat out. [10]
    - b) Discuss factors that will affect a customer's choice of meal experience. [10]
  3. The life cycle of a product commences with a product's launch and ends when it is withdrawn. Examine FOUR stages in a product's life cycle in terms of costs, sales, profit and competition. [20]
  4. The content of a menu creates an image which reflects the overall style of the restaurant.
    - a) Discuss basic factors that will need to be considered to ensure that the menu is an effective sales tool. [10]
    - b) Explain how beverage menus may be grouped into FOUR main types. [4]
    - c) Specify various methods of having menus produced for the table, giving ONE advantage for EACH method discussed. [6]
  5. It is important for a food and beverage operation to have good working relationships with its suppliers.
    - a) Specify information that should be obtained from a potential supplier before the first order is placed. [6]
    - b) Explain how an existing supplier should be evaluated under EACH of the following performance criteria:
      - i Price
      - ii Quality
      - iii Delivery performance [6]
    - c) Distinguish between a specific period contract and a quality contract. [4]
    - d) Identify TWO disadvantages in purchasing through 'cash and carry'. [4]
  6. A wide variety of food production methods may be used to cater for customers within the same establishment.
    - a) Examine the potential benefits of a centralised production kitchen over a traditional partie system. [10]
    - b) Identify actions that a food production manager should take to ensure food served is of the highest quality. [10]

*continued overleaf*

7. A good understanding of the principles of control will assist a food and beverage manager to run a profitable business.
- a) Explain why the control of beverages is generally less complex than the control of food. [5]
  - b) Discuss the relationship between actual beverage cost percentage and potential beverage cost percentage. [5]
  - c) Describe suitable action that a food and beverage manager may take to prevent EACH of the following situations from occurring:
    - i Bar staff bringing in their own bottles of spirits to sell
    - ii Bar staff helping themselves to drinks without paying for them
    - iii Bar staff failing to record each drink sold and stealing the money
    - iv Bar staff offering free drinks to friends
    - v Bar staff giving customers short change [10]
8. It is essential for a food and beverage manager to have effective control over revenue and profitability.
- a) Examine advantages of using an electronic or computerised point-of-sale system in a food and beverage unit. [10]
  - b) Explain how average spending power (ASP) differs from sales mix. [5]
  - c) Define **rate of stock turnover** and identify how it may be calculated. [5]