



ICM

DECEMBER 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 []
-
- 1. The role of the food and beverage manager is increasing in complexity. Critically examine pressures, both internal and external, that add to the complexity of managing a food and beverage operation in the hospitality industry. [20]

 - 2. Customers are becoming increasingly aware of food issues with a corresponding growth in interest in 'healthy eating'. Discuss what changes this growing interest has brought about to the role of the food and beverage manager. [20]

 - 3. Marketing is a management activity that embraces the identification of customer requirements through the process of market research. Examine aspects of market research that will need to be considered by a food and beverage manager at EACH of the following stages:
 - a) Information the organisation will need
 - b) Primary information
 - c) Secondary information
 - d) Information collection
 - e) Information analysis and use [20]

 - 4. Sales promotions aimed at customers do not necessarily occur at the point of sale.
 - a) Discuss reasons for using sales promotion in a food and beverage operation. [10]
 - b) Describe ways in which sales targets may be achieved through the use of sales promotions. [10]

 - 5. A food and beverage control system in itself will not prevent problems from happening, but will provide management with data to allow informed decisions to be made.
 - a) Examine aspects that need to be considered in the following stages of management control after the event:
 - i Food and beverage cost reporting
 - ii Assessment [12]
 - iii Correction [8]
 - b) Explain why a control system may not be 100% efficient.

 - 6. A food and beverage manager will be aware of the importance of the frequent monitoring and recording of stock.
 - a) Discuss reasons why stocktaking should take place on a regular basis. [10]
 - b) Specify information that is recorded in EACH of the following records:
 - i Cellar inwards book
 - ii Bin card
 - iii Cellar control book
 - iv Ullage book
 - v Hospitality book [10]

continued overleaf

7. Strict control of food and beverages will reduce unnecessary costs incurred through wastage and over-production.
- a) Explain how food service standards to reduce over-consumption and wastage of food may be introduced into a food and beverage operation. [5]
 - b) Examine procedures that should be followed during purchasing, receiving, storing and issuing to ensure that food loss is kept to a minimum. [10]
 - c) Discuss why the actual food cost may differ from the budget. [5]
8. One way of measuring the success of a food and beverage outlet is through the use of operating ratios. Explain how EACH of the following operating ratios is calculated:
- a) Average spending power
 - b) Sales mix
 - c) Index of productivity
 - d) Stock turnover
 - e) Rate of seat turnover [20]