



## EXAM PAPER

### OTHM Individual Management Certificate

#### Food & Beverage Management

**Date: TBC**

**Time: TBC**

**Duration: 3 Hours**

**The examination has two sections:**

**Section A** is compulsory and is worth 40% of the total marks.  
Candidates must attempt all questions in Section A.

**Section B** has six questions of which candidates should answer any three.  
Each question is worth 20% of the total marks.

Do not repeat the question in the answer but show clearly the number of the question you are answering on the appropriate pages of the answer book.  
Questions may be answered in any order.

Rough workings should be included in the answer book and ruled through after use.

**Section A is compulsory.**

**You must answer the all questions in this section  
(read the short case study and then answer the questions)**

**Read the following case study and answer three questions**

**Hotel Court** had been a very profitable hotel but in the last few years it has been steadily failing and is now losing money. A manager had been put in to run the hotel and this person had been the receptionist before being made manager. There had been a steady flow of chefs coming and going; many people complained that the food was of poor quality, sometimes too much was served and at other times too little.

The cost of food for the kitchen had risen by over 50%. Laundry was allowed to build up and often there were insufficient clean table cloths for the tables. The dining room floor was only cleaned every 3 or 4 days. The staffing in the restaurant was comprised of two waitresses who appeared unkempt and were serving 50 tables between them. They were also providing a room service facility to business people who didn't have time to dine in the restaurant in the morning. Some guests would also ask to change their meal or request something extra, only to be told that once the food is cooked the chef leaves the hotel kitchen.

The advertising states that the restaurant enjoys a high reputation for the excellence of its cuisine and the variety of dishes on offer, including vegetarian. The menu is complemented by an extensive wine list. On the day a 'mystery diner' used the restaurant there was no menu on the table. A waitress offered a choice of 2 starters, 3 main courses and 2 desserts. There were no vegetarian dishes on offer and no wine list on the table. The barman was called from the bar and he offered a choice of 2 white wines and 2 reds. It then took about 10 minutes for the wine to arrive and when it did, it was simply left on the table, together with 2 empty glasses. Generally, the staff appeared harassed and indifferent to the visitors.

**You must answer all the questions in this section.**

**Question 1**

- a. Explain what is going wrong in **Hotel Court** and how the customers might feel about the problems at this hotel.  
(10 marks)
- b. Understanding guests' expectations is so important. How did the hotel's diners perceive the service and dining experience at the hotel?  
(15 marks)
- c. Explain how the restaurant might be improved and what steps must be taken to turn the restaurant into a profitable part of the hotel.  
(15 marks)

**(Total 40 marks)**

## **PART B – Answer THREE questions only**

**When providing examples, you may consider organisations from a country or counties of your choice.**

2. Different types of food and beverage establishments use different types of service. Discuss the different types of service and in what establishments they are found.

*(20 marks)*

3. Explain the five key marketing and communications tools, demonstrating how these are used within Food & Beverage Management

*(20 marks)*

4. The food and beverage market can be segmented as:

- (a) Captive
- (b) Non-captive
- (c) Semi-captive

Firstly, explain each of these markets, providing examples and a clear explanation. Additional marks will be awarded for a detailed discussion about the benefits of each segment to the customer.

*(20 marks)*

5. When offering a service to customers, some aspects of it will be tangible and some intangible. Explain the differences between the two types of customer of service.

*(20 marks)*

6. Mystery guests are used to gauge customer service and satisfaction in hospitality environments.

- a. For an organisation you are familiar with discuss your understanding of the guests' perception of the service provided and the actual level of service the business can offer.

- b. Consider how any gap between the two might be lessened.

*(20 marks)*

7. (a) What is the value of the menu?  
(b) What should the menu do?  
(c) Why is the language of the menu so important?  
(d) How does the time of day affect the way a menu is compiled?

*(20 marks)*