GRETSA UNIVERSITY - THIKA

UNIVERSITY EXAMINATIONS

MAY – AUGUST 2026 SEMESTER

BACHELOR OF SCIENCE IN HOSPITALITY MANAGEMENT

COURSE CODE: BSHM 305

COURSE TITLE: FOOD AND BEVERAGE MANAGEMENT

DATE: 03 AUGUST 2026 **TIME: 2 HOURS**

INSTRUCTIONS TO CANDIDATES

1. SECTION A IS **COMPULSORY.**
2. SECTION B: ANSWER ANY OTHER **TWO** QUESTIONS.
3. **DO NOT** WRITE ANYTHING ON THIS QUESTION PAPER AS IT WILL BE AN EXAM IRREGULARITY.
4. ALL ROUGH WORK SHOULD BE AT THE BACK OF YOUR ANSWER BOOKLET AND CROSSED OUT.

CAUTION: *All exam rooms are under CCTV surveillance during the examination period.*

SECTION A: COMPULSORY

Question One

Case Study: Menu Planning and Bar Management at Sunset Palace Hotel

Sunset Palace Hotel is a 4-star hotel located in a major tourist destination. The hotel operates a main restaurant, a specialty restaurant, a lobby bar, a pool bar, and a conference catering unit. Over the last six months, management has noticed declining profitability in both the food and beverage departments despite stable customer numbers.

An internal audit revealed several challenges. The bar department has experienced high beverage costs, inventory discrepancies, and increasing cases of over-pouring by bartenders. Sales records indicate that some beverages sell very well while others remain in stock for long periods. The Food and Beverage Manager has also observed that bar staff have varying levels of product knowledge and selling skills.

The restaurant department recently introduced a new menu. However, customer feedback has been mixed. Some guests complain that menu descriptions are confusing, portions are inconsistent, and several menu items are frequently unavailable due to shortages of ingredients. Others have expressed concerns about limited healthy food options and poor colour balance in plated meals.

Management has also noted that competing hotels in the area offer more innovative menus and beverage promotions. Furthermore, kitchen staff report difficulties preparing certain menu items because they require advanced culinary skills and specialized equipment that are not always available. Monthly menu performance reports show that some menu items generate high sales while others contribute little to profitability.

The General Manager has instructed the Food and Beverage Manager to review bar operations, strengthen controls, improve menu planning, and ensure that food and beverage offerings meet customer expectations while remaining profitable.

Source: Author

a) Explain **five** menu planning weaknesses identified in the case study. **[10 Marks]**

b) Describe **five** operational factors affecting the successful implementation of the hotel's menu. **[10 Marks]**

c) Explain **five** ways competition can influence menu planning decisions at Sunset Palace Hotel. **[10 Marks]**

SECTION B: ANSWER ANY TWO QUESTIONS

Question Two

a) Explain **five** management approaches used in food and beverage operations. **[10 Marks]**

b) Describe **five** advantages of chain restaurants over independent establishments.

[10 Marks]

Question three

a) Explain **five** principles of Hazard Analysis Critical Control Point (HACCP). **[10 Marks]**

b) Describe **five** factors influencing the choice of food production methods in a kitchen.

[10 Marks]

Question Four

a) Explain f**ive** product checks carried out during the receiving process. **[10 Marks]**

b) Describe **five** ways the purchasing department contributes to organizational performance.

[10 Marks]

Question five

a) Explain **five** causes of the service gap in food and beverage operations. **[10 Marks]**

b) Describe **five** benefits of effective pre-service preparation in hospitality establishments.

[10 Marks]