



**SCHOOL OF HOSPITALITY  
FINAL EXAMINATION**

Student ID (in Figures) : 

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Student ID (in Words) : \_\_\_\_\_  
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Subject Code & Name : **FBS1533 Food and Beverage Revenue Management**  
Semester & Year : January - April 2017  
Lecturer/Examiner : Gobein  
Duration : 3 Hours

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**INSTRUCTIONS TO CANDIDATES**

1. This question paper consists of 3 parts:
  - PART A (20 marks) : 20 multiple choice questions. Answers are to be shaded in the Multiple Choice Answer Sheet provided.**
  - PART B (60 marks) : Answer all FIVE (5) questions. Answers are to be written in the Answer Booklet provided.**
  - PART C (20 marks) : Answer ONE (1) Question. Answers are to be written in the Table provided in the Question paper.**
2. Candidates are not allowed to bring any unauthorized materials except writing equipment into the Examination Hall. Electronic dictionaries are strictly prohibited.
3. This question paper must be submitted along with all used and/or unused rough papers and/or graph paper (if any). Candidates are NOT allowed to take any examination materials out of the examination hall.
4. Only ballpoint pens are allowed to be used in answering the questions, with the exception of multiple choice questions, where 2B pencils are to be used.

**WARNING:** The University Examination Board (UEB) of BERJAYA University College of Hospitality regards cheating as a most serious offence and will not hesitate to mete out the appropriate punitive actions according to the severity of the offence committed, and in accordance with the clauses stipulated in the Students' Handbook, up to and including expulsion from BERJAYA University College of Hospitality.

**Total Number of pages = 11 (Including the cover page)**

**PART B : SHORT ANSWER AND CALCULATION QUESTIONS (60 MARKS)**

**INSTRUCTION(S) : FIVE (5) questions. Answer ALL questions in the Answer booklet(s) provided.**

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1. Briefly describe the **FOUR (4)** major categories of expenses in a foodservice operation:-  
(10 marks)

2. The following table indicates the number of covers served and the gross sales per server for one six-hour period in Furious Restaurant. (10 marks)

| Server  | Covers Served | Gross Sales Per Server |
|---------|---------------|------------------------|
| Brian   | 120           | RM2060.00              |
| Mia     | 100           | RM1800.40              |
| Dominic | 150           | RM3500.00              |

Using the information above, calculate:

- a) Average number of covers served per hour per server
  - b) Average sale per server for the six-hour period
  - c) Average check
  - d) Seat turnover for the six-hour period if there are 80 seats in the restaurant
3. Some foodservice professionals feel the best way to improve profits is to reduce costs. Others feel increasing revenue is the best way to increase profits.
- a. Name and briefly explain **FOUR (4)** specific steps a manager can take to reduce current costs. (5 marks)
  - b. Name and briefly explain **FOUR (4)** specific steps a manager can take to increase revenues. (5 marks)
4. A yield test is done on **THREE (3)** beef rounds. The as-purchased (AP) and edible portions (EP) data is show below:

**AP (original) weight**

**EP (servable) weight**

|          |            |             |
|----------|------------|-------------|
| Round 1: | 19 lb 12oz | 16 lb 2 oz  |
| Round 2: | 21 lb 13oz | 17 lb 15 oz |
| Round 3: | 20 lb 9oz  | 16 lb 14 oz |

What is the cost per servable pound for each of the above rounds if the purchase (AP) cost is RM6.15 per pound?

(10 marks)

5. For the past two months at the restaurant you manage, beverage revenues have been lower and beverage cost percentage have been higher than those budgeted. There have been no personnel changes. (The bar manager and bartender staff have been with restaurant for more than a year). Use the **FIVE (5)** steps control process to discuss how you might address this problem and also explain the **FOUR (4)** steps of management process.

(20 marks)

**PART C : CASE STUDY (20 MARKS)**

**INSTRUCTION(S) : Answer in the question paper provided.**

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It is the year 2015. The Thai government has decided to take revolutionary action to promote the country worldwide. They will create thousands of Thai restaurants all over the world to promote the country and the Thai tourism. They believe that this method of promoting the country is more efficient than advertising in Medias.

Year 2016, the experience of the Thai government about this issue has been a great success. The Turkish government has decided to do the same. Taking into consideration that the Turkish food and culture are very rich and well appreciated all over the world, Turkey will also create 300 hundreds of Turkish restaurants in the major cities in Europe to promote the Turkish Tourism. These places will be a combination of a restaurant and a travel agency.

The ministries of Tourism and Culture are involved in this project. They have decided to create a franchise system called: **KEBAP HOUSE**. All the **KEBAP HOUSE** restaurants will have the same concept, same food & beverage items, same atmosphere, and same quality standards. The Turkish government aims to create mid-price “Café” type restaurants, where:

1. The guest will enjoy the Turkish food and beverages
2. The guest will enjoy the Turkish culture
3. The guest will be able to take advantage of the travel agency services (for example making hotel reservations)

Before launching these **KEBAP HOUSE** restaurants in Europe, the Turkish government will create a “pilot/test” restaurant in Turkey. Market research has concluded that “Ankuva” in Bilkent, Ankara, is the most appropriate location for this “pilot” restaurant, because the target customer in Ankuva is close to the target customer in Europe.

You are a happy man/woman, because you have been selected by the Ministry of Tourism to coordinate this project, to create and develop the product and the “pilot” restaurant.

(15 marks)

a) Complete the following menu engineering worksheet given for KEBAP HOUSE, after 3 months of operation

*(Please pass up the worksheet attached together with your answer)*

| (A)<br>Menu Item Name   | (B)<br>Number Sold (MM) | (C)<br>Menu Mix (%) | (D)<br>Item Food Cost | (E)<br>Item Selling Price | (F)<br>Item CM | (G)<br>Menu Costs | (H)<br>Menu Revenues | (L)<br>Menu CM | (P)<br>CM Category         | (R)<br>MM% Category | (S)<br>Menu Item Classification |  |
|-------------------------|-------------------------|---------------------|-----------------------|---------------------------|----------------|-------------------|----------------------|----------------|----------------------------|---------------------|---------------------------------|--|
| Döner                   | 450                     |                     | 5.21                  | 7.95                      |                |                   |                      |                |                            |                     |                                 |  |
| Chicken Kebab           | 370                     |                     | 8.50                  | 12.50                     |                |                   |                      |                |                            |                     |                                 |  |
| Beef shawarma           | 150                     |                     | 9.95                  | 14.50                     |                |                   |                      |                |                            |                     |                                 |  |
| Seafood rolls           | 80                      |                     | 7.00                  | 9.45                      |                |                   |                      |                |                            |                     |                                 |  |
| Gyros                   | 100                     |                     | 6.00                  | 7.50                      |                |                   |                      |                |                            |                     |                                 |  |
|                         |                         |                     |                       |                           |                |                   |                      |                |                            |                     |                                 |  |
|                         | N                       |                     |                       |                           |                | I                 | J                    | M              |                            |                     |                                 |  |
| Column Total            |                         |                     |                       |                           |                |                   |                      |                |                            |                     |                                 |  |
| Additional Computations |                         |                     |                       |                           |                |                   |                      | O=M/N          | Q=(100%/items) (70%) 17.5% |                     |                                 |  |

b) Suggest strategies to effectively manage each item after the worksheet is completed. (2 marks)

c) One of the goals of a Word-of-Mouth Program is to make a sales person out of each guest. Choose and develop 5 ideas in the concept of KEBAP HOUSE to give guest something good to talk about. (3 marks)

**END OF EXAM PAPER**

