

UNIVERSITY OF EDUCATION, WINNEBA
COLLEGE OF TECHNOLOGY EDUCATION, KUMASI.

AN ASSESSMENT OF MENU PLANNING STRATEGIES OF CATERING
OFFICERS OF SOME SELECTED SENIOR HIGH SCHOOLS IN
BOLGATANGA



ANANGA CLEMENCIA

APRIL, 2021

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**A Dissertation to the Department of Catering and Hospitality Education, Faculty of
Technical and Vocational Education submitted to the School of Graduate Studies,
University of Education, Winneba, in fulfillment of the requirement for the Award
of Degree of Masters in Catering and Hospitality Education**

APRIL, 2021

DECLARATION

CANDIDATE'S DECLARATION

I, hereby declare that this dissertation is my own original research. With the exception of quotations and references contained in published works (which have all been identified and acknowledged) the entire dissertation is my own original work, and it has not been submitted, either in part or whole for another degree elsewhere.

.....
ANANGA CLEMENCIA

.....
DATE



SUPERVISOR'S DECLARATION

I, hereby declare that the preparation of this thesis was supervised in accordance with guidelines laid down by the University of Education, Winneba.

.....
DR. MRS. ELLEN OLU

.....
DATE

DEDICATION

I dedicate this piece of work to my dear husband Ayinbisa Peter Ayamga and my lovely children who have supported me through my studies.



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First of all, I am very grateful to my supervisor, Dr. Mrs. Ellen Olu of the University of Education Winneba, Kumasi Campus I appreciate you for your immense assistance, guidance, suggestions and encouragement given me throughout the research process.

To conclude, I cannot end without forgetting to acknowledge various authorities whose works were cited in the course of writing this research report and to the respondents who took time to respond to the questionnaires, may the almighty God continue to bless you.



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ABSTRACT

Menu planning is one of the important activities of food and beverages operations executed by a team comprising the restaurant manager, the executive chef and catering officers. The purpose of the study is to assess menu planning strategies of catering officers of some selected Senior High Schools in Bolgatanga in the Upper East Region. As well, the study sought to achieve challenges associated with menu planning of catering officers in some selected Senior High Schools in Bolgatanga, effects of menu planning on food operations and lastly appropriate strategies that will improve menu planning of catering officers. A descriptive method was used for the study. Questionnaires and observation were used as data collection instrument in obtaining information from the respondents using some selected schools within the research area. Specifically, a sample size of 50 were used for the study. The field data or responses were further analyzed using Social Package for Scientific Studies (SPSS) and Excel.

The study revealed that nutritional adequacy, students' interest and time for planning were the major challenges associated with menu planning. Again, the study revealed that dissatisfaction of individual and individual health complications were the major effects of poor menu planning on food operations. Moreover, the study recommended that, proper measures such as effective timing, individual satisfaction, individual health and wellbeing should be highly considered when planning menu because poor menu planning might eventually lead to dissatisfaction of individual which may finally lead to additional cost on the institution.

CHAPTER ONE

INTRODUCTION

1.1 Background to the Study

Choice of food is an influential aspect of quality of life. Providing food choice is very significant in the school and aged care sector, where quality of life is dominant. The actual food choices vary with individuals and include insensible and mindful decisions made by a person before or at the point of food consumption as cited in (Abbey et al., 2015).

Menu planning is one of the important activities of food and beverages operations executed by a team comprising the entrepreneur/proprietor, the restaurant manager, the executive chef and catering officers. However, menu planning strategies is one of the biggest headaches of catering officers in the catering industry. The increasing significance of food consumed away from home, schools, restaurants and hotels in the catering industry that brings new challenges to menu planning to catering officers in various schools, restaurants and hotels. According to Whiting (2003), menu planning is the process of deciding what you will eat for each meal, including main dishes, side dishes, and desserts. It also entails knowing how many meals to plan for and when to serve them.

Azhar (2019), also argue that, menu is a list of food item served in an establishment or menu is the arrangement of food offered by the organization. The menu is the heart of any food establishment. Menu showcases everything you have to offer for food and beverages. The menu is designed carefully what the outlet wants to cater for, keeping in mind the type of customers. Azhar (2019), stated that, the main advantage of a

well-planned menu is that it leads to consumer satisfaction and it also helps to motivate the employees for a responsible and successful service.

The purpose of menu according to Azhar (2019), is to list food items sold in the restaurant and hotel, to educate customers, list of prices, menu description, act as a marketing tools, major determinant for the budget and menu gives customers a sense of who you are as an operation. In school the general catering officer is in charge of the welfare of catering operations. The head of the institution and the finance manager will be involved. Menu planning calls for cautious thought on many factors that would determine the success of the operation. Menu forms the basis or acts as a guide upon which all other managerial and operational activities.

According to Drewnowski (1997); Lau (2008), Food choice is a dynamic and complex process being affected by personal factors, the expectation of specific foods, appetite, mood, emotions, socio-economic factors such as the meaning and status of food and income, as well as educational factors such as knowledge about nutrition and food. The fundamental factors of food, such as appearance, odour, texture, colour, flavour, quantity, quality preparation, and presentation, also play a part in determining why people choose specific foods (Herne, 2011; Khan, 2010).

1.2 Statement of the Problem

Good and quality menu practice is one of the significant goals to be achieved global in the catering industry in order to ensure that food appearance, odour, texture, colour, flavour, quantity, quality preparation, and presentation meet standard. The choice of food is a vital aspect of quality of life. Providing food choice is very significant especially in

the school, hotels, restaurants and in the aged care sector because food choices vary with individuals and include insensible and mindful decisions made by a person before or at the point of food consumption as cited in (Abbey et al., 2015).

Menu planning strategies which outline the list, appearance, texture, colour, flavour, quantity, quality preparation, presentation and arrangement of food item that an establishment such as school served, is one of the important activities in food operations which has not been given much attention in most Senior High School in the Ghanaian community. As way of improving the situation, the study seeks to assess menu planning strategies of catering officers of some selected SHS schools in Bolgatanga in the Upper East Region.

1.3 Purpose of the Study

The purpose of the study is to assess menu planning strategies of catering officers in some selected Senior High Schools in Bolgatanga in the Upper East Region.

1.4 Objectives of the Study

The following are the objectives;

- a) To examine the challenges associated with menu planning of catering officers in some selected Senior High Schools in Bolgatanga in the Upper East Region.
- b) To assess the effects of menu planning on food operations in some selected Senior High Schools in Bolgatanga in the Upper East Region
- c) To advise appropriate strategies that will improve menu planning of catering officers in some selected Senior High Schools in Bolgatanga in the Upper East Region.

1.5 Research Questions

- a) What are the challenges associated with menu planning of catering officers of some selected Senior High Schools in Bolgatanga in the Upper East Region.?
- b) What are the effects of menu planning on foods operations in some selected Senior High Schools in Bolgatanga in the Upper East Region?
- c) Which appropriate strategies will improve menu planning of catering officers in some selected Senior High Schools in Bolgatanga in the Upper East Region?

1.6 Significance of the Study

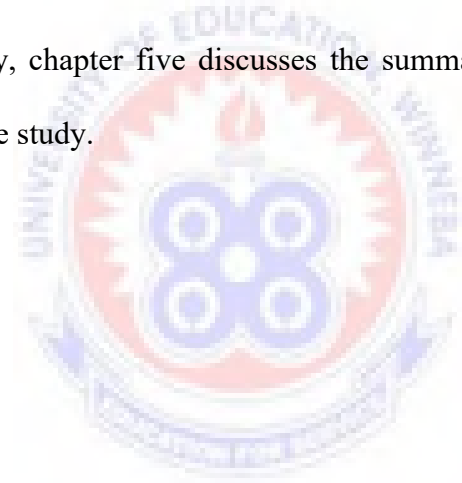
The study will benefit catering offers and cooks in the restaurants, hotels, schools and the catering industry as a whole, by revealing the potential strategies that meet the acceptable standard in menu planning. Which will serve as a valuable guide to all catering industry practitioner when planning menu. This study will also help to educate the general public especially the matrons and cook in various senior high schools on effective menu planning strategies to observe in the kitchen. Finally, the study will help students in the various senior high schools on the need to adequately menu plan.

1.7 Scope of the Study

For the research to be effective, the study covered the challenges associated with menu planning of catering officers, effects of menu planning on foods operations and appropriate strategies that will improve menu planning of catering officers. Geographically, the research work is limited to some selected SHS schools in the Bolgatanga Municipality.

1.8 Organization of the Study

This study is structured into five chapters. Chapter one comprises: background to the study, the statement of the problem, purpose of the study, objectives of the study, research questions, significant of the study, scope of the study and organization of the study. Chapter two presents a review of previous literature on the subject of study. The review is presented according to the study objectives. Chapter three discusses the research design, population of the study, sampling techniques and sample size, and data collection instruments and data collection analysis. Chapter four describes results and discussion which includes results obtained from observation and results obtained from questionnaires. Finally, chapter five discusses the summary of finding, conclusion and recommendation of the study.



CHAPTER TWO

LITERATURE REVIEW

2.1 Overview of Menu Planning

A balanced and nutritious diet feeds the mind as well as the body. Many studies have shown that children who eat well perform better at school. There is also evidence that practical cooking and gardening lessons help to develop children's scientific and environmental understanding. (Dimpleby & Vincent, 2013). The menu is playing a significant role in the marketing and selling functions in restaurants. It is an invention that many departments of the firm collaborate to produce, these departments may include and not limited to, accounting, catering, IT and marketing. Several researchers consider the information systems such as knowledge-based and customer relationship management systems and their flexibility as an enabler to achieve the desired competitive advantages, and as a crucial support to operational and strategic business decisions (Alkalha, et al., 2012). According to Ozdemir & Caliskan (2014), the menu is guidance for the customers to rely on for making the food selection. A well-designed menu attracts and satisfies customers as well as positively impact the performance of the restaurants. Previous literature has examined the topic of the menu and its related aspects including menu planning, menu pricing, menu designing, and menu analysis.

The concept of enjoying a leisurely meal in an establishment specifically devoted to preparing and serving food and ordering off of a menu is one that would have been quite foreign to our ancestors. In Europe, prior to the mid-18th century and even into the nineteenth century, dining outside of the home was regarded with great suspicion as the

quality of food and the establishments in which one could eat were not held in high esteem. Dining outside of the home would typically only occur when a person was traveling and had no access to their own kitchen. The wealthy who travelled were more apt to have servants who carried quality foodstuffs and prepared it for them, or to stay in the homes of friends rather than eat at such establishments. There were indeed taverns or inns that provided accommodation and where food was served along with alcohol, but it was not always food of the highest quality, and the patrons of such establishments (thought to be drunkards and thieves) were looked upon with some trepidation as well (Digital, 2020).

The concept of having a number of dishes to choose from that we are familiar with today was not an option at such eating establishments; patrons sat at one large table at an appointed hour and the eating was family style (the earliest definition of table d'hôte) and would consist of whatever the owner cared to prepare. In many cases, these dishes had the potential to be leftovers and scraps of the foulest quality imaginable. Menu planning involves many things, such as efforts to meet the requirements & desires of the people to be served, selecting a menu pattern and style according to the customer's convenience, preparing a shopping list, shopping wisely, etc. In simpler terms, menu planning is the way to ensure that a person eats a healthy diet and meets all nutritional requirements. This sample focuses on the factors affecting menu planning decisions, understanding the processes of menu product development planning, modeling the concepts in a food service environment, and creating concrete and actionable guidelines for a new food service model (Khwaldah et al., 2017).

According to Study.com, a menu is a comprised list of food items that are served at a particular establishment. Menus are the fabric of the food industry because of their role as a tour guide for the establishment. The menu is able to tell you the types of foods and beverages served, along with the prices of each. Just as important as the menu itself would be the planning of the menu. Menu planning is the choosing of menu foods, typically for a specific event.

Planning of the menu is the main consideration for the managers in the food and Beverage industry and has important impact on the service quality image of the organizations along with representing the mission of the hospitality enterprise. There are various approaches towards the planning of the menu of the F&B enterprise as may be self-operated, franchisee or involved in outsourcing. While planning of the new menus or the menu items the F&B may have following considerations such as Customer needs or preferences as they may be including vegetarian or non-vegetarian, children, adult, etc (Hirschey, 2008). if the new menu or items are for a particular event, the host must be consulted by the manager. Ethnicity of the customers is equally important consideration as pork and cow beef may be prohibited in particular regions. Nutritional balance must be maintained as the customers in the F&B industry have growing concerns towards the health and nutrients including proteins, carbohydrates, etc. The customers may prefer low fat diet, high fiber diets, high protein diets, etc. The availability of the ingredients also impacts the menu planning as certain ingredients may be of seasonal nature and may not be available all-round the year (Pizam, 2010).

Menu is the statement of food and beverage items available or provided by food establishments primarily based on consumer demand and designed to achieve

organizational objectives. It represents the focal point around which components of food service systems are based. The menu is designed carefully what the outlet wants to cater for, keeping in mind the type of clientele. The main advantage of a well-planned menu is that it leads to consumer satisfaction. It also helps to motivate the employees for a responsible and successful service. Menu planning is one of the important managerial activities of food and beverages operations executed by a team comprising the entrepreneur/proprietor, the restaurant manager, and the executive chef. In a large hotel, the general manager and the food and beverage (F&B) manager will also be members of the team (Ihmbbs, 2020). In welfare catering operations, the head of the institution, the catering manager, and the finance manager will be involved. Menu planning calls for careful thought on many factors that would determine the success of the F&B operation. Menu forms the basis or acts as a guide upon which all other managerial and operational activities of F&B operations rest on.

Another important consideration in the planning of the new menu or new items in the menu by the manager of the F&B operations is the cost factor and this directly impacts the price to be paid by the customers or their budgets (Brown, 2008). The availability of the production or other operational facilities or resources required for processing such as special varieties of fish that are highly poisonous in nature require specially trained staff for preparation which the service may lack. Also lack of the particular kitchen or other equipment's or space may affect the menu planning by the manager.

The manager must plan the new menu or the new items in the existing menu only after consulting the 'Menu Planning Legislations' impacting the industry operations such

as most of the F&B operators in various nations require license to serve the liquor or alcohol as beverages. HACCP (Hazard Analysis and Critical Control Point) is also an important consideration for the managers as is related to prevention of food from physical, chemical or any other hazards while involving in the production processes. Thus, the manager must take the various considerations in to planning new menus or the menu items (Goldblatt, 2010).

The menu may be mainly divided in to three main arts as consisting of appetizers, main course, drinks and the desserts. The implementation of the menu is based on specifying the quality standards such as flavour, colour, temperature, texture, visual appeal, aromas, etc or the Quality standards that must be met in the production process. The implementation of menu is done through conducting a hazard analysis and identification of the control points in the food production and delivery systems. The critical limits are specified and monitoring of each control point is established by the manager in the F&B operations and setting the corrective actions that may need to be taken (Brown, 2008).

2.2 Challenges Associated with Menu Planning

One of the greatest challenges for schools and school district today is funding directed to the schools. A study shows that most legislators, administrators, and parents agree that school is underfunded and that the underfunding force food providers to some extent serve cheap and low-quality foods (Eng, 2010). The same study concludes that “One of the central obstacles to serving healthy food is the fact that the system discourages experimentation, any drop in lunch participation results in financial penalties

for the caterer” (Eng, 2010). Another study, involving teacher and parent focus groups, showed what factors parents and teachers sees as a barrier to healthy eating. Five of the six teacher focus groups stated that the quality of the school meals was a barrier to healthy eating among students. They stated that the students would have their milk and their fruit, but not eat the lunch. In the parent focus groups, three out of six groups came to a similar conclusion (Gray, Byrd, Fountain, Rader, & Frugé, 2015). Another barrier that came up among the teachers in the same study was the negative feedback they sometimes received from the school nutrition staff when helping children making healthy food choices. Some teachers believed “the school nutrition staff do not want to lose sales of ‘extra’ foods, and so did not want teachers to influence children’s purchases.” (Gray, Byrd, Fountain, Rader, & Frugé, 2015).

All the six teachers focus groups concluded that the junk food available in schools distracts healthy eating. Both the teacher and parent focus group agreed on that when students are given the choice between healthy foods or junk, they are more likely to choose the junk food. The parent focus groups also perceived that junk food in school is a barrier to healthy eating (Gray, Byrd, Fountain, Rader, & Frugé, 2015). Another study evaluating the overall contribution of food offerings and participation in school lunch program on children’s overall eating behavior found that although “Schools can positively impact children’s eating behavior by increasing the availability of healthy food such as fruit, vegetables, whole grains, and low-fat dairy products.” (Bevans, Sanchez, Teneralli, & Forrest, 2011). At the same time, the availability of unhealthy foods offered in competition with the federal NSLP undermines the positive effects of school nutrition programs (Bevans, Sanchez, Teneralli, & Forrest, 2011).

A study investigating the challenges California School Food Authorities is facing in implementing their updated meal standards, shows that many of the state's schools and school districts have not been investing in school kitchen, cafeteria equipment, and infrastructure. Over time, this has created a challenge when it comes to make and serve children healthy meals (Larsen, et al., 2014). Key findings from the study show that 95% of California school districts meet the current nutrition standards. To serve health meals, 93% reported that they needed "at least one piece of kitchen equipment to help them better produce, store, prepare, and serve these healthy meals." (Larsen, et al., 2014). Only 25% of the school district within the state of California reported to have equipment replacement and an upgrade plan. The study shows that 70% of the districts need infrastructure changes at one or more schools in order to successfully serve healthy lunches. When it comes to school nutrition staff, 68% of the school districts are reporting that their nutrition staff needs additional training to fully implement the current nutritional requirements (Larsen, et al., 2014). Taking the time to meal plan means less impulse shopping, which often results in grabbing unhealthy options that won't benefit anyone in the family. Menu planning principles include balance, nutritional quality, aesthetics, and variety, including color, texture, flavors, shapes and sizes of food. The equipment and personnel available to produce and serve the menu are also important considerations in planning the menu (Unizin, 2020). Along with all of these considerations, the effective foodservice manager also has to consider costs, production and other management issues. You'll be more likely to make meals from scratch that use healthy ingredients because you won't have to spend time thinking about what to cook at the last minute (Gate, 2020). Whether it is for new outlets or existing outlets, points

related to the following aspects should be considered by the team while planning the menu. Once it's time to actually plan the menu, the conventional wisdom is to start with a menu pattern that fits your operation and then work through breakfast, then lunch, then dinner. For instance, if you are planning a lunch menu, will you have soups, salads, sandwiches, pizzas, full platters, sides, desserts, and beverages? How many selections will you offer in each of your chosen menu categories? Will you have daily specials? Are there any other special options you might want to offer your customers?

1) Operations hour

The team must consider policy on operation hours of the business while planning menu. If it is operating throughout the day from morning to night, then all dishes required during breakfast, mid-morning, lunch, evening snacks, dinner, and so on, should be included. If it is going to be operational only during lunch and dinner, then the menu should be planned accordingly. During lunch hour operations, guests expect quick service or business/executive lunch, which should be taken into account (Gate, 2020).

2) What to serve

The policy of the management may not permit the inclusion of beef, pork or any of the non-vegetarian dishes, genetically modified food, and so on. Dishes included in menu should be the framework of the establishment's policy.

3) Production process

The type of production process the business is going to implement, such as traditional parties' system centralized production, cook-chill, cook-freeze, and sous-vide, and so on, should be taken into account while planning the menu (Unizin, 2020).

4) *Use of convenience products*

Convenience products of many categories, from ones requiring some amount of final preparation in the kitchen to ready-to-eat forms, are available in the market. The team must consider policy on usage of convenience products. Style of service Menu should be planned taking into account the style of service to be implemented. For example, buffet, silver, American, tray service, takeaway, and so on (Gate, 2020).

5) *The type of menu*

The type of menu to be implemented in operations should be borne in mind while planning the menu. The la carte menu will offer extensive choice under each category and table d'hôte menu will have a set number of courses with a limited choice at set price (Cooksmarts, 2020).

6) *Economic Considerations*

The spending power of the clientele has to be kept in mind and meals have to be planned within the budget. Low-cost nutritious substitutes should be included in the menu to keep the costs low. The food cost should be maintained if the organization has to run profitably (Cooksmarts, 2020).

2.3 Effects of Menu Planning on Food Operations

Malnutrition remains one of the major obstacles to human well-being and economic prosperity in developing countries (Ecker & Nene 2012, Stevens et al., 2012). The most recent report from Save the Children stated that adults who were malnourished as children earn twenty percent less in academic performance, on average, than those who were not (Save the Children, 2012). Majority of the children interviewed highlighted

that they came to school without having any breakfast. Most of the respondents narrated that their lack of food and basic meals was a contributing factor in dropping out of school. It was a major issue as they narrated that: Sometimes we go to school without a meal. Some grade seven learners have dropped out of school because of not having any food at home. We sometimes only have one meal a day and sometimes sleep without taking in any food. We eat low calorie and less nutritious food like black tea in the morning and sadza and vegetables sometimes at lunch and /or supper.

There's nothing more frustrating than opening all the kitchen cupboards to see what you have – waiting for inspiration to hit as to what to cook only nothing stands out! Indecision wastes time, and allows for procrastination never a good thing. Time you spend thinking about what to cook could actually have been spent cooking meal and getting it done so that you can spend more time afterwards doing something else that you want to do. Having a meal plan means that you can go more on autopilot the thinking and planning has already been done and you should have the right ingredients and time to create the meal you need to. It's much easier this way I'm sure you'll agree (Eatwell, 2020). One arena that often affects our financial and physical health is making meals for others. Menu planning is an excellent strategy for saving time and money while also getting healthier. No matter where you are in your life arc, menu planning saves time. For example, by planning a full week of meals in advance, you have the ingredients and the flexibility to prepare and eat a meal without running off to the store each day or having to come up with a meal on the fly. Preparing a large one-pot meal on a Sunday leaves leftover for another night, freeing up even more time. Additionally, you can double your

favourite stew or chili recipe and freeze the extra for more financial and time savings (Enotes, 2020).

Planning has the distinct advantage of simplifying life and decreasing stress levels on weeknights! According to a survey conducted by Knorr Canada in 2012, mothers admitted to spending an average of 48 minutes a day to think about what they are going to prepare for dinner. By planning in advance on less busy days, the process is made easier and stress decreases significantly. Another tip is to cook larger portions so you can use them some other time during the week. You save time and energy by reusing leftovers of the menu once or twice a week. With our meal plan service, you can expect to lower stress levels even more, because we don't just do the meal planning. We also want to make sure that you have the basics of cooking down, so that you'll gain more confidence in the kitchen and feel less stressed when it comes to mealtimes. Every one of our meal plans is designed to help you grow, become a better cook, and never have to rely on recipes (Cooksmarts, 2020). For example, you can use the uneaten chicken from Monday night in sandwiches the next day.

Planning is the ultimate strategy for saving time. Why not make it your ally? How many times a week should we stop by at the supermarket to buy food that will complement our choice of recipe? Minimizing the constant visits back and forth to the supermarket will help you maximize your time. The thirty minutes of weekly planning is definitely time well spent! Another tip to save time is to reuse the same menu, but with just a few tweaks here and there. To think we have to cook every day is a misconception! Double your recipes and use the leftovers for next day's lunch or freeze them to be used as a "back-up" on evenings where you just don't have the energy to set foot into the

kitchen. However beneficial it may be to plan your menus, implementing them week after week will help you develop this skill and become more efficient (Cooksmarts, 2020). You will maximize your time and money and also improve your well-being!

2.4 Appropriate Strategies that will Improve Menu Planning

The recommendation provided by the study is additional funds in order to assist California's school districts. The study recommends that the fund should come from the local government, the state, and the federal, and all funds should go to upgrade school kitchen equipment. The study also recommends that non-profit and other organizations take initiative to improve children's health, education, and school infrastructure by enhancing infrastructure and acquiring the necessary equipment (Larsen, et al., 2014). The last recommendation is that "Students' nutritional needs should be considered in the master plans developed by district leadership that guide capital improvements. School socials and local policymakers should work collaboratively with school food service directors, parents, and community members to identify and implement strategies that meet kitchen equipment, infrastructure, and training needs." (Larsen, et al., 2014). All over, the most frequently reported challenge both nationally and in California, was both the cost and the availability of healthy foods. In California, 74% reported that they had challenges with purchasing appropriate foods (Larsen, et al., 2014). The study shows that most the school food authority in California reported the reason for why there has been no equipment upgrade and a lack of training among nutritional staff is an inadequate budget. There is a need of more investment in school foods, the study concludes that "California and its school districts must work collaboratively with each other and local

communities to prioritize and address these needs for the sake of healthy schoolchildren throughout the state.” (Larsen, et al., 2014).

2.5 Types of Menu Planning

In food production and operations, planning of menu is an important task. If the chef plans the menu in advance, it is easy to deliver ready food items on time. A ready menu can help organize the food preparation and ensures the chef cooks not only tasty but also healthy and nutritious food. It also helps in reducing wastage of food items and cooking fuel resources, and thus saves money. Menu planning also facilitates purchasing and storing required food items. If a food preparation organization is providing multiple cuisines from all over the world, menu planning makes the theme easy (Khwaldah et al., 2017). A menu is a list of dishes or beverages that are available for customers to purchase. Menu planning is the process of deciding what you will eat for each meal, including main dishes, side dishes, and desserts. It also entails knowing how many meals to plan for and when to serve them. Daily activities and scheduling variations may complicate the menu planning process.

1. A la Carte menu

The A la Carte menu prices each food item separately; it often contains greater choices for the customer. There are any number of combinations a customer can choose for his/her meal from an A la Carte menu. Although the price of A la Carte items are more expensive than those from a Table d'Hote menu, a customer is allowed greater flexibility and is offered greater value in terms of food quality. Some high-end restaurants may allow their customers to order breakfast items A la Carte. So, technically, a customer can order varied combinations of breakfast breads, specialty egg dishes, juices, waffles,

pancakes, and meat items from an A la Carte breakfast menu. Meanwhile, A la Carte lunch and dinner menus can include varied entrees, appetizers, and ethnic dishes. A unique A la Carte menu is the California menu, where customers can order any food item regardless of the time of day (Enotes, 2020).

2. *Wine/Beverage Menu*

Many restaurants offer a beverage and wine menu for their customers. These menus often include specialty wines, teas, coffees, and cocktails. There may even be suggestions on which wine best accompanies a particular meal.

3. *Static Menu*

Static menus are offered all-year long. This type of menu is most prevalent in fast-food restaurants like Macdonalds, Pizza Hut, and Burger King. For example, Big Mac, Filet-O-Fish, McChicken, and Quarter-Pounder burgers are standard Macdonalds fare. At Pizza Hut, specialty pizzas like the Meat Lovers, Vege Lovers, and Pepperoni Lovers are standard fare. The Create-Your-Own pizza section comes with standard vegetable and meat toppings (Enotes, 2020). Over the course of time, however, fast-food chains have added new options to their standard menus during special promotion periods and holidays.

However, the static menu is still the prime reason many customers frequent these fast-food restaurants. That's because the majority of restaurants and bars out there utilize a static menu. They typically provide the best customer experience because of the number of options they provide, their consistency, and their easy navigation. The fact that a static menu doesn't change very often means the customer experience is consistent. But the fact

that static menus are large makes that consistent experience full of possibility. A static menu typically presents everything a bar or restaurant offers. Depending on whatever restaurant technology is being employed, it can be on digital display boards, or paper menus. It may contain some a la carte ordering options, some meal options, some du jour options, and some cyclical options (Binwise, 2020).

4. Du Jour Menu

This type of menu references a special dish for the day. The Du Jour menu can change daily and often depends on the availability of seasonal items. Often, the du jour dish is offered at a discount to customers. Some restaurants also like to offer a soup du jour or soup of the day.

5. Dessert Menu

Dessert menus offer desserts that are specific to particular restaurants. Included in these dessert menus may be specialty desserts the restaurants are famous for. Many steakhouses include separate dessert menus for their guests. For example, Longhorn Steakhouse boasts a gourmet key lime pie and molten lava cake on its dessert menu.

CHAPTER THREE

METHODOLOGY

3.1 Research Design

The research design is applied so that suitable research methods are used to ensure the attainment of the goals and objectives set. It is the blueprint for conducting the study that maximizes control over factors that could interfere with the validity of the findings. Designing a study helps the researcher to plan and implement the study in a way that will help the researcher to obtain intended results, thus increasing the chances of obtaining information that could be associated with the real situation (Burns & Grove 2001).

MacMillan & Schumacher, (2001) define it as a plan for selecting subjects, research sites, and data collection procedures to answer the research question(s). They further indicate that the goal of a sound research design is to provide results that are judged to be credible. For Durrheim (2004), research design is a strategic framework for action that serves as a bridge between research questions and the execution, or implementation of the research strategy. To achieve the research objective, the researcher employs the use of cross section survey design in the study.

3.2 Population of the Study

The population consists of some selected Senior High Schools within the research area, precisely Bolgatanga.

Population constitutes the unit or persons that possess the information a study may be seeking to make inferences from and usually could be the form of a single unit,

individuals or community or institution (Malhorta & Birks, 2007). As this study is interested in assessment of menu planning strategies of catering officers of some selected senior high schools, the study population will come from senior high students within the Bolgatanga Metropolis.

3.3 Sampling Technique and Sampling Size

The researcher will use convenience sampling techniques to sample catering officers precisely, matrons, cook, catering teachers and assistant matrons within the research area to form the target population. Convenience sampling techniques will be used because the respondents will be based on their convenient accessibility and proximity to the researcher. To achieve the research objective, a population size of 100, confidence level of (95%) and margin of error of (10%) will be used to obtain a sample size of 50 with the help of survey monkeys, a sample size calculator (Surveymonkeys, 2020). However, the researcher will involve ten Senior High Schools in the study area. Five respondents will be selected from each school within the research area. This is shown in table 3.1.

3.4 Data Collection Tools/Instrument

The data collection instrument which will be used in the study is questionnaires.

3.4.1 Questionnaires

The researcher will develop questionnaires for catering officers precisely, matrons, cook, catering teachers and assistant matrons within the research area. Among the issues highlighted in the questionnaires are; Challenges associated with menu planning of catering officers, effects of menu planning on foods operations and

appropriate strategies that will improve menu planning of catering officers in the selected Senior High Schools in the Upper East Region. Closed ended questionnaires will be presented to the respondents which explain each objective which will help the researcher to achieve the objectives of the study. Four formats rank from 1 to 4 to solicit opinion of the respondents as follows; 4- Strongly agree (**SA**), 3-Agree (**A**), 2-Disagree (**D**), 1- Strongly disagree (**SD**) to collect the data. Questionnaire facilitated the collection of data to ensure best matching of the concepts with reality and provide different responses from a given set of respondents to help reduce inconvenience caused by unfavorable interview and busy schedules.

3.5 Data Analysis

The researcher will use descriptive statistics such as tables and charts to analyze the data obtained from the study. Results will be abridged into and presented as tables, charts, graphs and diagrams. The data collected analyzed using computer software including SPSS and Microsoft Excel. This involves a process of questionnaire coding on the software, data sorting and cleaning to remove any outliers and also to prepare a data set fit for purpose. Recoding may be required in some cases to satisfy the assumptions of statistical tests and procedures.

CHAPTER FOUR

RESULTS AND DISCUSSION

4.1 Introduction

This chapter presents the data analysis and discussion which deals with description and interpretation of data collected in accordance with research questions. The purpose of the study is to assess menu planning strategies of catering officers using some selected Senior High Schools in the Bolgatanga in the Upper East Region.

4.2 Results of Questionnaires

Below are the responses obtained from the respondents in relation to the research questions.

4.2.1 Profile of Respondents

The researcher wanted to find out the profile of the respondents who were asked to answer the questionnaire. Below are the responses from the painters within the research area revealed the following;

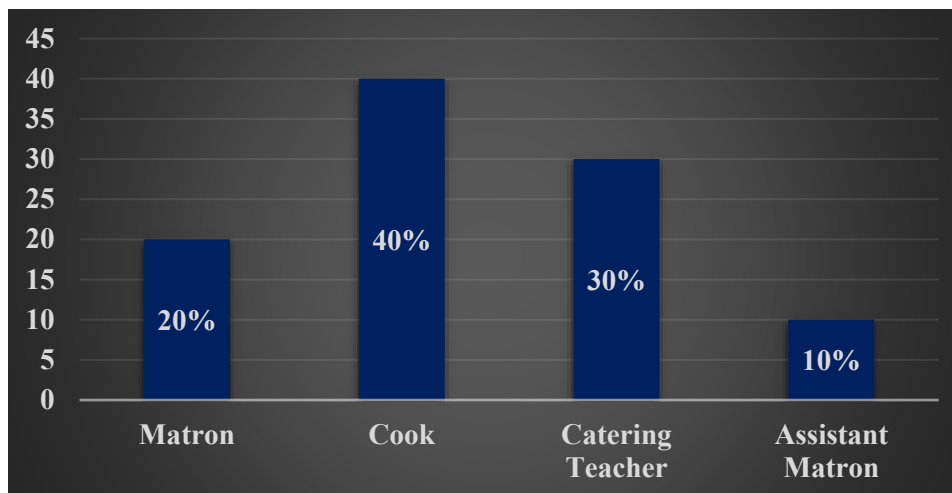


Figure 4.1: Employment Position of Respondent.

Figure 4.1 shows the role of the respondents in the hospitality and catering industry in Bolgatanga Municipal. The survey shows that 10 respondents held matron position in the hospitality and catering industry which represent 20%. 20 respondents were in the role of cook's position in the hospitality and catering industry which also represent 40% of the study. Moreover, 15 respondents were also in the role of catering teachers position in the hospitality and catering industry at Bolgatanga Municipal which represents 30%. Lastly, 5 respondents were also assistant matron in the hospitality and catering industry with a percentage of 10%. In view of this survey, it can be concluded that majority of the respondents who subjected themselves for this study were cook in the hospitality and catering industry.

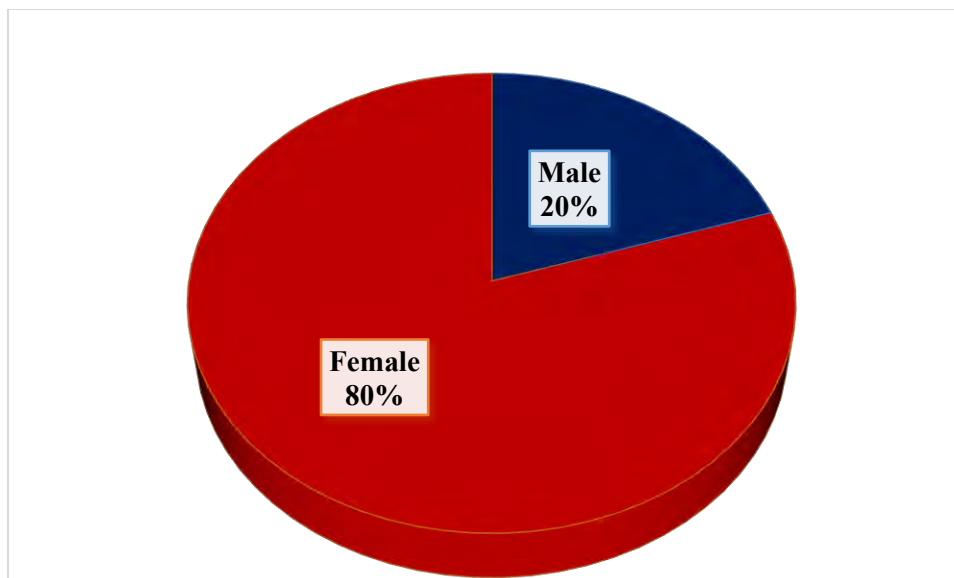


Figure 4.2: Gender of Respondent.

Figure 4.2 shows the gender of respondents. Out of the 50 respondents who were selected for the study, 10 were males represent 20%, while 40 of the respondents were also females represent 80%. This therefore implied that, in hospitality industry the possibility of females working catering department are more than the males and thereby females are in cooking profession more than the males.

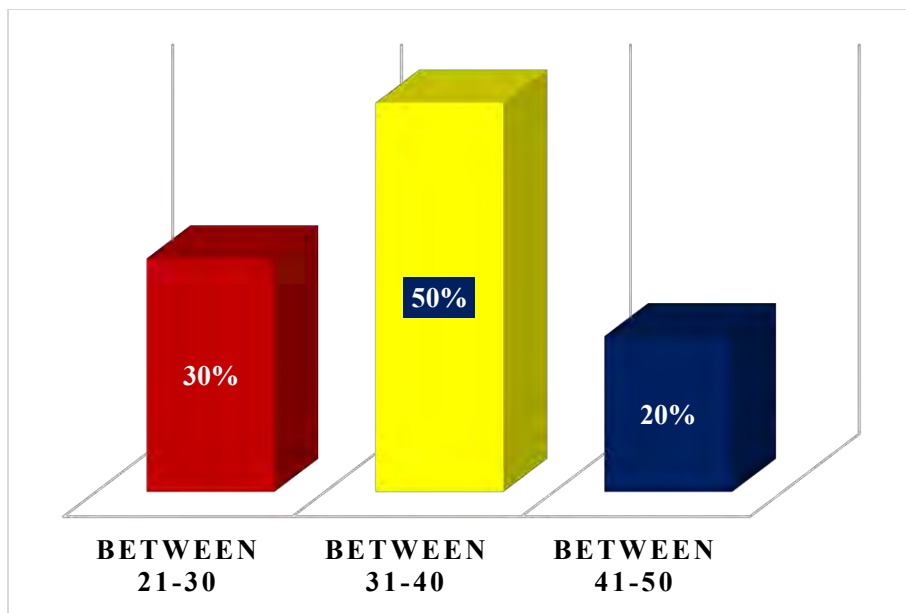


Figure 4.3: Age of Respondent.

Figure 4.3 shows the ages of the respondents in the hospitality and catering industry in the Bolgatanga Municipal. The survey shows that, 15 of the respondents were between the ages of 21-30 years which represent 30%. 25 respondents were also between the ages 31-40 years represent 50% of the study and finally, 10 of the respondents were between 41-50 years represent 20%. Those respondents who were between the ages of 31-41 were more in numbers as compared to other age groups.

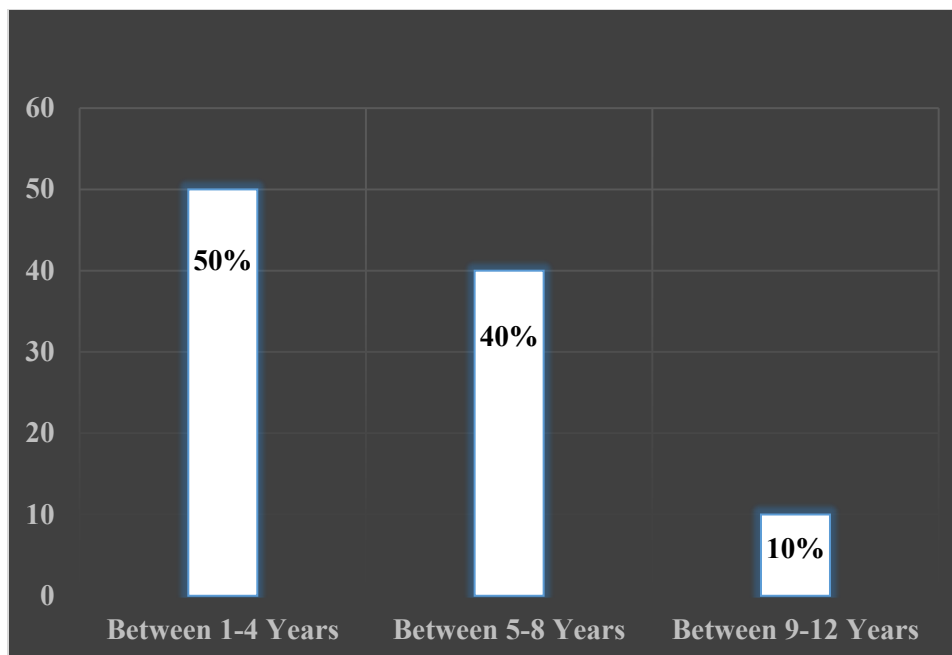


Figure 4.4: Working Experience.

Table 4.4 shows the years of working experience of the respondents in the hospitality and catering industry in Bolgatanga Municipal. The survey shows that 25 respondents had 1-4 years working experience in the hospitality and catering work which represent 50%, 20 of the respondents who had 5-8 years working experience were 40% of the study whiles 5 respondents represent 10% also had 9-12 years working experience in the catering industry. This clearly shows that, those respondents who had 1-4 years working experience in the hospitality and catering industry were the majority.

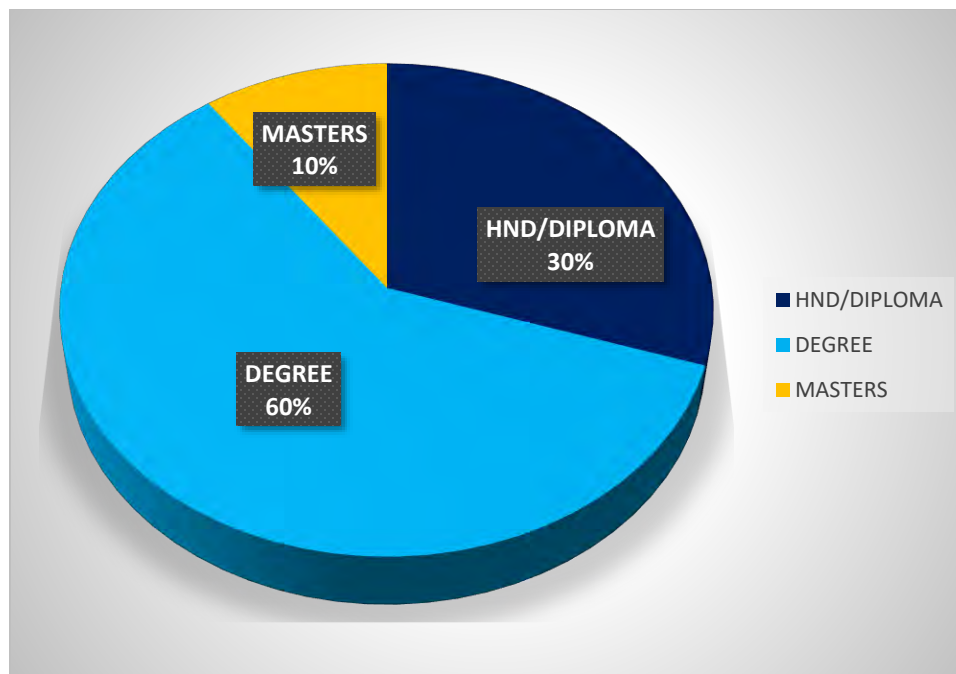


Figure 4.5: Qualification of Respondent.

Figure 4.5 shows that, 30 respondents which represent 60% have had their first-degree certificate. Moreover, 15 respondents which also represent 30% also had their HND/DIPLOMA education and finally, 5 respondents had master's degree. It can therefore be concluded that, majority of the respondents who took part of the survey had first degree education which represents 60%. This implies that, in hospitality and catering industry precisely in schools do employ people who are literate and can read and communicate with customers in other to prepare delicious meals for the students.

Table 4.1: Challenges Associated with Menu Planning

No	Item Statement	Frequency (F) & (%)							
		1		2		3		4	
		Strongly Disagree		Disagree		Agree		Strongly Agree	
		Feq	%	Feq	%	Feq	%	Feq	%
1.	Likes and dislikes of individuals					35	70%	15	30%
2.	Type of Menu			5	10%	20	40%	25	50%
3.	Time for planning					20	40%	30	60%
4.	Tradition and cultural pattern			10	20%	10	20%	30	60%
5.	Nutritional adequacy					15	30%	35	70%
6.	Students interest					15	30%	35	70%
7.	Economic considerations					25	50%	25	50%
8.	Individual health					20	40%	30	60%
9.	Food availability	10	20%	15	30%	5	10%	20	40%

Table 4.1 revealed the challenges associated with menu planning in some selected schools in the Bolgatanga Municipal Assembly in the Upper East of Ghana. The study revealed that, 35 agreed that, like and dislike of students was one of the challenges associated with menu planning in the hospitality and catering industry which represent

70% while 15 respondents strongly agreed that, like and dislike of students was one of the challenges associated with menu planning in the hospitality and catering industry which indicate 30%. However, majority of the respondents who took part of the survey were in support, like and dislike of students was one of the challenges associated with menu planning in the hospitality and catering industry.

Secondly, study revealed that, 5 disagreed that, the type of menu planning cannot be a challenge associated with menu planning which indicate 10%, 20 respondents agreed that, the type of menu planning was one of the challenges associated with menu planning in schools in the hospitality and catering industry which indicate 40% while 25 also strongly agreed that, the type of menu planning was one of the challenges associated with menu planning in schools in the hospitality and catering industry which indicate 50%. However, majority of the respondents who took part of the survey were in support, like and dislike of students was one of the challenges associated with menu planning in the hospitality and catering industry. Moreover, the study revealed that, 20 agreed that, the time for planning good menu for the students was one of the challenges associated with menu planning in the hospitality and catering industry which represent 40% while 30 respondents strongly agreed that, the time for planning good menu for the students was one of the challenges associated with menu planning in the hospitality and catering industry which indicate 60%. However, majority of the respondents who took part of the survey were in support that, the time for planning good menu for the students was one of the challenges associated with menu planning in the hospitality and catering industry was one of the challenges associated with menu planning in the hospitality and catering industry. Furthermore, study revealed that, 10 disagreed that, tradition and cultural

pattern of some students cannot be a challenge associated with menu planning which indicate 20%, 10 respondents agreed that, tradition and cultural pattern of some students was a challenge associated when planning menu for schools which indicate 20% while 30 also strongly agreed that, the type of menu planning was one of the challenges associated with menu planning in schools in the hospitality and catering industry which indicate 60%. However, majority of the respondents who took part of the survey strongly agree and agreed that, tradition and cultural pattern of some students was one of the challenges associated with menu planning in the hospitality and catering industry.

Again, revealed that, 15 agreed that, lack of nutrition adequacy was one of the challenges associated with menu planning in the hospitality and catering industry which represent 30% while 35 respondents strongly agreed that, lack of nutrition adequacy was one of the challenges associated with menu planning in the hospitality and catering industry which indicate 70%. However, majority of the respondents who took part of the survey were in support that, lack of nutrition adequacy was one of the challenges associated with menu planning in the hospitality and catering industry was one of the challenges associated with menu planning in the hospitality and catering industry.

Once again, the study revealed that, 15 agreed that, lack of nutrition adequacy was one of the challenges associated with menu planning in the hospitality and catering industry which represent 30% while 35 respondents strongly agreed that, lack of nutrition adequacy was one of the challenges associated with menu planning in the hospitality and catering industry which indicate 70%. However, majority of the respondents who took part of the survey were in support that, lack of nutrition adequacy was one of the challenges associated with menu planning in the hospitality and catering

industry was one of the challenges associated with menu planning in the hospitality and catering industry. Also, revealed that, 25 agreed that, economic considerations were one of the challenges associated with menu planning in the hospitality and catering industry which represent 50% while 25 respondents strongly agreed that, economic considerations was one of the challenges associated with menu planning in the hospitality and catering industry which indicate 50%. However, it can be concluded that economic considerations is very vital when planning menu for students in the second cycle institution. The study revealed that, 20 agreed that, individual health issue was also one of the challenges associated with menu planning in the hospitality and catering industry which represent 40% while 30 respondents strongly agreed that, individual health issue was one of the challenges associated with menu planning in the hospitality and catering industry which indicate 60%. However, it can be concluded that individual health issue is very vital when planning menu for students in the second cycle institution and should not be overlooked

Lastly, the study revealed that, 10 strongly disagreed that, availability of different variety of food was not another one of the challenges associated with menu planning in the hospitality and catering industry which represent 20%, 15 respondents represent 30% also disagree the motion that availability of different variety of food was not a challenge when planning menu for student, 5 respondents represent 10% also agreed that availability of different variety of food while 20 respondents strongly agreed that, availability of different variety of food one of the challenges associated with menu planning in the hospitality and catering industry which indicate 40%.

Table 4.2: Effects of Menu Planning on Food Operations

No	Item Statement	Frequency (F) & (%)							
		1		2		3		4	
		Strongly Disagree		Disagree		Agree		Strongly Agree	
		Feq	%	Feq	%	Feq	%	Feq	%
1	Avoid wasting food					25	50%	25	50%
2	Save money					25	50%	25	50%
3	Individual Health complications and wellbeing					15	30%	35	70%
4	Increase work capacity					25	50%	25	50%
5	Dissatisfaction of individual					10	20%	40	80%
6	Save time					25	50%	25	50%
7	Dispute	5	10%	10	20%	25	50%	10	20%
8	Additional cost					20	40%	30	60%

Table 4.2 revealed the responses from the respondents on the issue of effect of menu planning on food operations. Respondents were asked to rate how they agreed or disagreed to the effects of menu planning on food operations in some selected secondary schools in the Bolgatanga Municipal Assembly in the Upper East of Ghana. The study revealed that, 25 respondents represent 50% agreed that, effective good menu planning helped prevent food wastage whiles 25 respondents represent 50% strongly agreed that, effective good menu planning helped prevent food wastage. However, it can be

concluded that effective menu planning avoids food wasting. Again, study revealed that, 25 respondents represent 50% agreed that, effective good menu planning helped save money whiles 25 respondents represent 50% strongly agreed that, effective good menu planning helped save money. However, it can be concluded that effective menu planning help save money or incur additional cost.

Table 4.2 also revealed that, 15 respondents represent 30% agreed that, poor menu planning in secondary schools can results in individuals health complications and wellbeing was also one of the effects of menu planning in some selected secondary schools whiles 35 respondents represent 70% strongly agreed that, poor menu planning in secondary schools can results in individuals health complications and wellbeing was also one of the effects of menu planning in some selected secondary schools However, it can be concluded that individual health of individual is very vital when planning menu for students in the second cycle institution and should not be overlook.

Moreover, revealed that, 25 respondents represent 50% agreed that, good menu planning can help increase work capacity matron and cook whiles 25 respondents represent 50% strongly agreed that, good menu planning can help increase work capacity matron and cook. However, it can be concluded effective planning help increase or spend up work. The study revealed that, 10 agreed that, poor menu planning can lead to dissatisfaction of meal by students in these selected secondary schools which represent 20% whiles 40 respondents strongly agreed that, poor menu planning can lead to dissatisfaction of meal by students in these selected secondary schools which represent 80%. However, it can be concluded that individual poor menu planning can lead to dissatisfaction of meal by students in these selected secondary schools. Also, study

revealed that, 25 agreed that, effective menu planning helped reduce time wasting when cooking which represent 50% while 25 respondents strongly agreed that, effective menu planning helped reduce time wasting when cooking which represent 50%. However, it can be concluded that effective menu planning helped reduce time wasting when cooking and it should be well considered when planning menu for students. In conclusion, study revealed that, 20 agreed that, poor menu planning can also lead to additional cost which represent 40% while 30 respondents strongly agreed that, poor menu planning can also lead to additional cost which represent 60%. However, it can be concluded that poor menu planning can lead to additional cost.



Table 4.3: Strategies That Will Improve Menu Planning

No	Item Statement	Frequency (F) & (%)							
		1		2		3		4	
		Strongly Disagree		Disagree		Agree		Strongly Agree	
Feq	%	Feq	%	Feq	%	Feq	%		
1.	Tradition and cultural pattern should be taken in to consideration					15	30%	35	70%
2.	Nutritional value of the diet should be considered					15	30%	35	70%
3.	Type of diet should be considered			5	10%	20	40%	25	50%
4.	Student interest should be considered					20	40%	30	60%
5.	Availability of food staff must be considered			5	10%	10	20%	35	70%
6.	Economic considerations must be part of the menu planning					15	30%	35	70%

Respondents were asked to share their views on how menu planning can be effective and improve by the matrons, cooks and catering teachers in the selected schools used as study area.

Table 4.3 of the study revealed that, 15 respondents represent 30% agreed that, effective menu planning on nutrition can be improve if the school's matron consider the religious background of students before serving them their meals whiles 35 respondents represent 70% strongly agreed that, effective menu planning on nutrition can be improve if the school's matron consider the cultural background of students before serving them

their meals. However, it can be concluded that effective menu planning can be improve if religious background of the students should be considered because, some religions have their likes and dislikes.

Secondary, the study revealed that, 15 respondents represent 30% agreed that, effective menu planning on nutrition can be improve if the school's matron consider the nutrition value of the diet whiles 35 respondents represent 70% strongly agreed that, effective menu planning on nutrition can be improve if the school's matron consider the nutrition value of the diet. However, it can be concluded that effective menu planning on nutrition can be improve if the school's matron considered the nutrition value of the diet. Again, the study revealed that, 5 respondents represent 10% disagreed that, the type of diet to serve the students should not be consider, 20 respondents represent 40% did agree the fact that, the type of diet to serve the students is very necessary and should be noted when planning the menu for the students whiles 25 respondents represent 50% strongly agreed that, the fact that, the type of diet to serve the students is very necessary and should be noted when planning the menu for the students. However, it can be concluded that the fact that, the type of diet to serve the students is very necessary and should be noted when planning the menu for the students.

Furthermore, the study revealed that, 20 respondents represent 40% agreed that, students interest is very necessary and should be given the needed attention when planning menu for student because, there are health complications of students and it must be noted whiles 30 respondents represent 70% strongly agreed that, students interest is very necessary and should be given the needed attention when planning menu for student because, there are health complications of students and it must be noted. However, it can

be concluded that student's interest is very necessary and should be given the needed attention when planning menu for student because, there are health complications of students and it must be noted.

Once more, the study revealed that, 5 respondents represent 10% disagreed that, availability of ingredients which will be needed to prepare the meal for the students should be a major consideration because some ingredients are scarce on the market while 35 respondents represent 70% strongly agreed that, effective menu planning on nutrition can be improve if the school's matron consider the cultural background of students before serving them their meals. However, it can be concluded that effective menu planning can be improve if cultural background of the students is considered. Lastly, the study revealed that, 15 respondents represent 15% agreed that, economic situation in the market like high cost of ingredients, high tax on vegetables while 35 respondents represent 70% strongly agreed that, economic situation in the market like high cost of ingredients, high tax on vegetables. However, it can be concluded that economic situation in the market like high cost of ingredients, high tax on vegetables.

CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This chapter comprises summary of the findings, conclusion and recommendations of the study.

5.2 Summary of Findings

The following are the summary of findings which were revealed from the study;

- The study revealed that nutritional adequacy, students' interest, time for planning, individual health, tradition and cultural pattern were some of the challenges associated with menu planning. However, major of the respondents strongly agreed that nutritional adequacy, students' interest and time for planning were the major challenges associated with menu planning.
- It was again revealed from the study that, dissatisfaction of individual, individual health complications and wellbeing and additional cost was some the effects of poor menu planning on food operations. However, majority of the respondents strongly agreed that dissatisfaction of individual and individual health complications were the major effects of poor menu planning on food operations.
- Finally, strategies such as nutritional value of the diet should be considered in menu planning and tradition and cultural pattern should be taken in to consideration when planning menu were some the techniques among others that will help improve menu planning. However, majority of the respondents strongly

agreed that nutritional value of the diet in and tradition and cultural pattern were the major strategies that will help improve menu planning.

5.3 Conclusion

This study is to assess menu planning strategies of catering officers of some selected Senior High Schools in Bolgatanga in the Upper East Region. In conclusion, the study revealed nutritional adequacy, students' interest, time for planning, individual health, tradition and cultural pattern to be the major challenges associated with menu planning. Again, it was again revealed from the study that, dissatisfaction of individual, individual health complications and wellbeing and additional cost were the major effects of menu planning on food operations. Finally, nutritional value of the diet should be considered in menu planning and tradition and cultural pattern should be taken in to consideration when planning menu were the major strategies that will help improve menu planning.

5.4 Recommendations

The following recommendations were made to address the findings of the study;

- In school menu planning, students' interest, individual health, cultural background of the individual students has to be considered. There must be proper consultation and communication between heads of school, school matrons, students and parents before decision are made.
- It is recommended that, proper measures such as effective timing, individual satisfaction, individual health and wellbeing should be highly considered when planning menu because poor menu planning might eventually lead to

dissatisfaction of individual which may finally lead to additional cost on the institution.

- Strategies such as nutritional value of the diet and tradition and cultural pattern should be adopted by institution in the catering industry when planning menu. This will yield good and well-planned menu this will ultimately lead to satisfaction of individual which may finally lead to profit making on the institution.



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APPENDIX

UNIVERSITY OF EDUCATION, WINNEBA

COLLEGE OF TECHNOLOGY EDUCATION, KUMASI

SCHOOL OF GRADUATE STUDIES

DEPARTMENT OF CATERING AND HOSPITALITY MANAGEMENT

EDUCATION

QUESTIONNAIRE FOR RESPONDENTS

I am a student of University of Education, Winneba - Kumasi Campus. I am conducting a research on the topic: *Assessment of Menu Planning Strategies of Catering Officers of Some Selected Senior High Schools in Bolgatanga.*

Please help me classify your response by supplying the following facts about yourself and opinion on the raised issues by ticking [] the appropriate corresponding box and write your opinions, views and comment where applicable.

The research work is solely for academic purposes and your responses are going to be treated with utmost confidentiality.

Thank You!

KINDLY TURN OVER TO BEGIN

SECTION – A

Respondents' Profile

Please fill in the blank and tick [✓] in the options provided.

1. What is your position in the school?

Matron

Cook

Catering Teacher

Assistant Matron

Specify (others).....

2. What is your gender?

Male

Female

3. What is your age?

Between 21-30years

Between 31-40years

Between 41-50 years

More than 50 years

4. How long have you been working in the catering industries?

Between 1-4years

Between 5-8years

Between 9-12years

Specify (others).....

5. What is your highest educational qualification?

- i. BECE
- ii. WASSCE
- iii. HND/DIPLOMA
- iv. DEGREE
- v. MASTERS
- vi. PhD

SECTION – B

Challenges Associated with Menu Planning

Please, tick [√] in the appropriate column from 1 to 4 to indicate how much you agree that the following challenges associated with menu planning of catering officers. Each scale represents the following rating: 4 - Strongly agree (SA), 3 - Agree (A), 2 – Disagree (D), 1- Strongly disagree (SD).

No	Item Statement	Frequency (F)			
		1 Strongly Disagree	2 Disagree	3 Agree	4 Strongly Agree
1	Likes and dislikes of individuals				
2	Type of Manu				

3	Individuals age				
4	Time for planning				
5	Tradition and cultural pattern				
6	Nutritional adequacy				
7	Type of diet				
8	Individuals physical activity				
9	Religion				
10	Economic considerations				
11	Individual health				
12	Food availability				

SECTION – C

Effects of Menu Planning on Food Operations

Please, tick [√] in the appropriate column from 1 to 4 to indicate how much you agree that the following effects of menu planning on food operations. Each scale represents the following rating: 4 - Strongly agree (SA), 3 - Agree (A), 2 – Disagree (D), 1- Strongly disagree (SD).

No	Item Statement	Frequency (F)			
		1 Strongly Disagree	2 Disagree	3 Agree	4 Strongly Agree
1	Avoid wasting food				

2	Save money				
3	Individual Health complications and wellbeing				
4	Increase work capacity				
5	Dissatisfaction of individual				
6	Save time				
7	Dispute				
8	Additional cost				
9	decrease work capacity				
10	Litigation				

SECTION – D

Strategies That Will Improve Menu Planning

Please, tick [√] in the appropriate column from 1 to 4 to indicate how much you agree that the following strategies that will improve menu planning of catering officers. Each scale represents the following rating: 4 - Strongly agree (SA), 3 - Agree (A), 2 – Disagree (D), 1- Strongly disagree (SD).

No	Item Statement	Frequency (F)			
		1 Strongly Disagree	2 Disagree	3 Agree	4 Strongly Agree
1	Tradition and cultural pattern				

	should be taken in to consideration				
2	Nutritional value of the diet should be considered				
3	Type of diet should be considered				
4	Individuals physical activity should be considered				
5	Religious background should be considered				
6	Individual Health and wellbeing should be considered				
7	Availability of food staff must be considered				
8	Individual request must be satisfied				
9	Economic considerations must be part of the menu planning				
10	Individuals age should be factor in the menu planning				

THANK YOU