



# ICM

SEPTEMBER 2015

ENVIRONMENTAL MANAGEMENT IN THE HOSPITALITY INDUSTRY

**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 [ ]
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- 1. 'Service and design planning integration is key to the delivery of a successful hospitality project.' Analyse this statement. [20]
  - 2. The development of a hospitality project does not end with the completion and fitting out of the physical structure. The pre-opening procedure, in particular, requires careful attention. Analyse the issues that should be considered in a comprehensive pre-opening procedure for a project. [20]
  - 3. Review the elements that you would expect to see in a project brief for the development of a leisure centre. [20]
  - 4. Undertaking a robust site appraisal is an important stage in the development of a hospitality project. Explain the elements that you would expect to see in such an appraisal. [20]
  - 5. It is common practice for a management agreement to be in place between a hotel developer and an operator. Explain what you would expect to see in such an agreement. [20]
  - 6. Review the appropriate elements of a comprehensive construction programme for a hotel and linked conference centre. [20]
  - 7. Review the main factors that are behind the variation in hospitality development costs. [20]
  - 8. Review the sources of potential equity funding for a hotel project. [20]