



ICM

DECEMBER 2016

HOSPITALITY MANAGEMENT

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. The Standard Industrial Classification defines the accommodation sector as comprising hotels, motels, holiday centres, guest houses, hostels and similar offering furnished accommodation for reward. Examine characteristics that are common to all types of accommodation under EACH of the following aspects:
 - a) Fixed costs
 - b) Variable costs
 - c) Fixed nature of premises
 - d) Extra services provided [20]
 2. A simple outline of consumer expenditure will conceal wide differences between separate elements of the composition of the total spent. Examine the factors that will influence consumer expenditure in the hospitality industry. [20]
 3. A feasibility study may be defined as an evaluation of the practicality of an intended plan or method.
 - a) Identify the general trends that an economic feasibility study will investigate. [6]
 - b) Compare and contrast the advantages of refurbishing an existing building with the advantages of developing a greenfield site. [8]
 - c) Describe how a new property's unique selling point may be identified. [6]
 4. The final design of a proposed hotel development is arrived at after lengthy negotiations amongst a number of technical specialists. Examine aspects that will be considered within the commissioning process. [20]
 5. An efficiently managed housekeeping department will ensure appropriate maintenance occurs to ensure equipment is kept in working order.
 - a) Differentiate between routine maintenance, preventative maintenance and scheduled maintenance. [15]
 - b) Explain how a recycled inventory differs from a non-recycled inventory, and give an example of EACH. [5]
 6. Law may be defined as 'a body of rules', an understanding of which will enable a hospitality manager to perform their role more efficiently.
 - a) Explain how the principle of judicial precedent is applied.
 - b) Differentiate between a statute and a bill.
 - c) A number of Acts, such as the Food Safety Act 1990, contain enabling powers. Clarify the purpose of these enabling powers.
 - d) State how a hospitality manager may demonstrate due diligence. [20]
 7. There is a wide range of non-residential catering establishments which supply food for consumption on the premises.
 - a) Compare and contrast mainstream restaurants (i.e. non fast-food restaurants) with travel-related catering. [10]
 - b) Examine reasons why the burger market remains one of the largest sectors in the fast-food business. [10]

continued overleaf

8. The licensing sector of the hospitality industry comprises establishments engaged in supplying alcohol for consumption on and off the premises.
- a) Identify differences between a tenant and a manager in the hospitality industry. [4]
 - b) Explain how the payment of dry rent differs from that of wet rent. [4]
 - c) Describe how products offered in a free house will differ from those available in tied premises. [4]
 - d) Examine information that regular stocktaking will provide for hospitality managers. [8]