



# ICM

MARCH 2016

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. Analyse the main uses to which project financing will be put. [20]
  2. Set out the approach that you would adopt to undertake a market and financial feasibility study for a new hotel. [20]
  3. A robust site appraisal will cover a number of key topics. Explain what will be covered. [20]
  4. There are two key approaches available to a hotel developer to support an assessment of the likely return on their investment. Explain EACH of these approaches using an example of your choice. [20]
  5. Explain the tools and techniques that can be utilised by a developer to control, coordinate and monitor the human and material resources in a hotel development. [20]
  6. Explain and evaluate the importance of the widely accepted formula that: Design = Form + Function [20]
  7. Assess the significance, in a construction programme for a leisure centre, of both a master programme and sub-contract procurement. [20]
  8. Assess the key factors that a developer should take into account in the design brief for food and beverage outlets in a hotel. [20]