



# ICM

MARCH 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 [ ]
1. The boundaries between the hospitality industry and the tourism industry overlap with each other. Critically examine links between the hospitality industry and the tourism industry. [20]
  2. The hospitality industry represents a significant proportion of total consumer expenditure. Examine factors that will influence consumer expenditure in the hospitality industry. [20]
  3. A feasibility study can be used to generate useful information for the hospitality manager, particularly when planning for the future.
    - a) Examine how a feasibility study may be used by hospitality management. [6]
    - b) Specify aspects that will be considered in a feasibility study. [8]
    - c) Discuss aspects that may be considered when determining return on investment (ROI). [6]
  4. There are a number of issues that will need to be considered by management during the construction of a hotel.
    - a) Specify factors that will influence how a building contract may be agreed. [4]
    - b) Describe EACH of the following categories of contract or procurement methods:
      - i Lump sum
      - ii Cost reimbursement
      - iii Design and build
      - iv Management [16]
  5. In the twenty-first century, the provision of a leisure facility has become a main feature in many large hotels.
    - a) Discuss reasons why hotels have made investments in the provision of leisure. [10]
    - b) Explain how the development of club membership facilities in respect of its leisure provision can increase hotel revenue. [5]
    - c) Outline the range of facilities that may be offered by a hotel as part of its leisure provision. [5]
  6. A hospitality manager will enter into many different legal relationships during the course of his or her work.
    - a) Distinguish between statute law and judicial precedent. [6]
    - b) The Social Charter Action Programme covers equal treatment for men and women. Discuss how this will affect decisions made by managers in the hospitality industry. [6]
    - c) It is the duty of every employer to take all due diligence to prevent an outbreak of food poisoning. Describe the action that must be taken to comply with this requirement. [8]
  7. Before accepting a new appointment, a hospitality manager is expected to show a proven record of effective control. Discuss how an appreciation of EACH of the following would assist in the management of a hospitality outlet:
    - a) Revenue analysis
    - b) Sales mix
    - c) Portion control
    - d) Purchasing specification
    - e) Stocktaking [20]

*continued overleaf*

8. The traditional pub has undergone a major change in recent years.
- a) Explain the concept of the **tied house** in the public house sector. [4]
  - b) Describe methods by which a pub company may calculate the rent payable by a tenant. [8]
  - c) Discuss how the public house has emerged from a traditional male-dominated clientele to an atmosphere more suitable to women and families. [8]