



# ICM

MARCH 2017

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 [ ]
1. Analyse the content that you would expect to see in a comprehensive site appraisal for a new 300-bed hotel. [20]
  2. Any investor in a hotel project will want to adopt a robust approach to assessing the likely return on their investment. Explain EACH of the TWO main approaches used to assess a return on investment. [20]
  3. Analyse the content that you would expect to see in a comprehensive brand development strategy. [20]
  4. Set out and review the objectives and content of a feasibility study for a hotel development project. [20]
  5. It is not uncommon for hospitality development costs to vary significantly between projects. Analyse the reasons for this. [20]
  6. Analyse the content that you would expect to see in a design brief for food and beverage outlets in a hotel. [20]
  7. Review the likely content of a comprehensive construction programme for a 50-bed luxury hotel with associated spa facilities. [20]
  8. Explain how environmental legislation is having a significant impact on hotel development in the twenty-first century. [20]