



# ICM

MARCH 2017

FRONT OFFICE OPERATIONS & ADMINISTRATION

**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. Whenever an enquiry for an advance booking reservation is received, a member of front office staff will need to check whether a suitable room is available.
    - a) Explain how front office staff may offer alternative accommodation when there is no bedroom of the type available on the night requested. [10]
    - b) Describe, with the aid of a diagram, the room availability record that a small hotel can use to manually record bedroom reservations. [10]
  2. Circumstances exist whereby a hotel proprietor may be liable for full loss or damage to a guest's property.
    - a) Describe a suitable safe custody routine for front office staff to follow when a guest brings an article for safekeeping. [6]
    - b) Examine the advantages of issuing guests with electronic key cards rather than the traditional metal door keys for their bedrooms. [8]
    - c) Discuss which hotel departments will need to amend their records when a guest moves to a different room whilst staying in a hotel. [6]
  3. Credit card fraud is on the increase and front office staff have a duty to minimise theft by maintaining vigilance at all times.
    - a) Discuss how front office staff may reduce the risk of a guest paying with a stolen credit card. [10]
    - b) Explain how front office staff can ensure that a guest's bill is always ready for payment. [10]
  4. The provision of service embraces a personal element that distinguishes this aspect from the production of goods. Examine personal qualities that front office staff should possess as part of the service 'package' [20]
  5. Front office staff develop sales by recognising the needs of potential guests and offering facilities to fulfil them.
    - a) Compare 'switch' selling with that of the 'sandwich' technique. [8]
    - b) Describe the '**inclusive terms**' package, explaining the type of hotel that is most likely to offer this, and outlining advantages to both the hotel and the guest. [8]
    - c) Overbooking involves accepting more reservations than there are rooms available. Explain how front office staff record and monitor the overbooking process. [4]
  6. Hotels and their impending customers are brought together in a number of ways. Examine the differences between direct individual sales and direct group sales. [20]
  7. All members of front office staff are expected to have an understanding of the principles of tariff construction.
    - a) Contrast the method of cost-based pricing with that of market-based pricing. [8]
    - b) Explain how the tariff known as 'American Plan' differs from the 'European Plan'. [4]
    - c) Examine the hotel characteristics that will need to be considered when deciding which type of tariff to operate. [8]

*continued overleaf*

8. Control measures are a waste of time unless the information recorded is accurate.
- a) Discuss the reasons why a housekeeper's report may show a room to be occupied when the room status board indicates that the room is vacant. [10]
  - b) Examine the role of a night auditor. [10]