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]