

Paper Code: M-EPA-HMC4001

Level
4

Hospitality Manager: Core - Mock Test

Information for registered centres

The seal on this examination paper must only be broken by the candidate at the time of the examination.
Under no circumstances should a candidate use an unsealed examination paper.

Information for candidates

Under no circumstances should you, the candidate, use an unsealed examination paper.

This examination consists of **25 multiple-choice** questions.

The minimum pass mark is **18 correct answers**.

The duration of this examination is **64 minutes**.

You are **NOT** allowed any assistance to complete the answers.

You must use a pencil to complete the answer sheet - pens must **NOT** be used.

When completed, please leave the **examination answer sheet (EAS)** on the desk.

EXAMINATION ANSWER SHEET (EAS) INSTRUCTIONS:

For each question, fill in **ONE** answer **ONLY**.

If you make a mistake, ensure you erase it thoroughly.

You must mark your choice of answer by shading in **ONE** answer circle only.

Please mark each choice like this:

01 ☐ A ☐ B ☐ C ☒ D **ANSWER COMPLETED CORRECTLY**

Examples of how NOT to mark your examination answer sheet (EAS). These will not be recorded.

01 ☐ A ☐ B ☐ C ☐ D **DO NOT** partially shade the answer circle
ANSWER COMPLETED INCORRECTLY

01 ☐ A ☐ B ☒ C ☒ D **DO NOT** use ticks or crosses
ANSWER COMPLETED INCORRECTLY

01 ☐ A ☐ B ☐ C ☐ D **DO NOT** use circles
ANSWER COMPLETED INCORRECTLY

01 ☐ A ☐ B ☒ C ☒ D **DO NOT** shade over more than one answer circle
ANSWER COMPLETED INCORRECTLY

All candidates **MUST** sign the Examination Answer Sheet (EAS) in the bottom right-hand corner of the page before leaving the examination room.

Scenario 1

A revenue manager at a hotel is facing several key operational and strategic challenges. They must update the hotel's contingency plan and review the team's performance. The manager feels that implementing an effective people-focused strategy to improve motivation and staff retention is important. Setting clear performance targets for team members, analysing target markets to attract new customers and ensuring financial accountability are essential to overcoming the hotel's operational hurdles and achieving long-term success.

1

Why **must** the revenue manager regularly review the contingency plan for the hotel?

- A. To adapt to new risks and changing circumstances
- B. To limit the number of team members involved in its implementation
- C. To monitor customer satisfaction scores and adjust accordingly
- D. To reduce the frequency of staff training

2

How can the revenue manager effectively use team feedback to improve hotel performance?

- A. By assigning additional tasks regardless of the team's feedback or readiness
- B. By incorporating relevant suggestions into team strategies and addressing concerns
- C. By offering rewards for individual performance while disregarding team collaboration
- D. By setting performance targets and letting the team implement them independently

3

How can the revenue manager use the hotel's people strategy to improve staff retention?

- A. By creating opportunities for career growth and skill developments
- B. By implementing a rewards system based solely on financial incentives
- C. By reducing the number of staff and maintaining a minimal workforce
- D. By rotating employees across departments regardless of their interests or skills

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When analysing the target markets for the hotel, which of the following data types is typically used?

- A. Behavioural, firmographic, systemic and transactional
- B. Demographic, geographical, systematic and systemic
- C. Geographical, behavioural, demographic and psychographic
- D. Transactional, discreet, psychographic and systematic

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How can the revenue manager effectively incorporate target market trends into their forecasting for the upcoming year to attract new customers?

- A. By analysing past bookings, competitor performance and pricings to identify demand
- B. By concentrating only on periods of low demand to optimise resource allocation
- C. By predicting demand based solely on historical sales data from the previous year
- D. By tracking customer preferences, peaks and troughs to predict future demand

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How can the revenue manager use face-to-face communication effectively when discussing performance targets with the team?

- A. By focusing on the team's weaknesses to ensure improvements
- B. By limiting the discussion to avoid questions and keep the meeting brief
- C. By maintaining an open dialogue and asking for input to ensure understanding
- D. By outlining key points and asking team members to review them later in writing

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Why **must** the revenue manager take into account various key performance indicators (KPIs) when developing performance targets for the hotel?

- A. To align targets with the hotel's goals and track its progress
- B. To compare the hotel's performance with competitors to change prices
- C. To measure the hotel's impact on local tourism and adjust marketing targets
- D. To provide financial rewards based on individual performance

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When reviewing the performance of the hotel team, how can the revenue manager ensure propriety in their evaluation process?

- A. By focusing on the team's output in specific tasks without considering broader performance goals
- B. By incorporating a fair and consistent approach that aligns with organisational values
- C. By reviewing the performance based on recent feedback from guests and disregarding team input
- D. By using informal feedback from senior staff members to assess team performance

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When facing disruptions in operation, how can the revenue manager prepare for potential implications to the hotel's financial strategy?

- A. By cutting staff costs and reducing training programs across the hotel
- B. By increasing all room rates regardless of market conditions
- C. By reallocating reserved funds intended for long-term projects
- D. By reviewing income forecasts and identifying areas for adjustment

Scenario 2

A newly promoted kitchen manager at a restaurant is preparing for the busy summer season. They are responsible for aligning kitchen operations with business objectives and recruiting additional staff to meet the increased demand. The manager must adopt effective leadership styles, empower the team and implement change management strategies to maintain consistent food preparation and service quality in a high-pressure environment. In addition, the manager must ensure compliance with food safety regulations and follow recruitment and induction procedures to support new team members. They will also update the allergen matrices for upcoming menus to enhance the dining experience.

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What does ensuring team collaboration in the kitchen demonstrate regarding the restaurant's business values?

- A. A commitment to fostering a positive workplace culture
- B. A focus on encouraging personal accountability
- C. A strategy aimed at reducing the management workload through delegation
- D. An emphasis on prioritising revenue growth over customer satisfaction

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What does the current Food Safety Act require the kitchen manager to do when preparing food during peak seasons?

- A. Monitor staff attendance to maintain a consistent kitchen team schedule
- B. Perform regular checks to ensure kitchen areas meet hygiene standards
- C. Provide staff with ongoing training in leadership and career development
- D. Record detailed summaries of food deliveries and associated expenses

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Which of the following leadership styles helps the kitchen manager involve the team in decision-making while maintaining consistent food preparation and service quality?

- A. Autocratic
- B. Democratic
- C. Laissez-faire
- D. Transactional

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The team have raised concerns about working under new management. Which of the following actions can the manager take to empower the team?

- A. Build trust through open communication and supportive relationships
- B. Handle all responsibilities to prevent the team from facing challenges
- C. Limit team decision-making and communication to retain control
- D. Oversee every task to ensure the team meets expectations

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When recruiting new kitchen staff, how **must** the manager ensure compliance with current equality legislations?

- A. By creating a fair recruitment process that avoids discrimination
- B. By hiring only local candidates to support the community
- C. By monitoring new hires' progress during their induction period
- D. By prioritising candidates with the most experience in similar roles

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Which of the following actions ensures that team members are well prepared for the restaurant's operational changes?

- A. Allowing team members to decide how changes will be implemented
- B. Conducting a hands-on session to practice the changes and clarify doubts
- C. Distributing a notice detailing the changes and assuming full understanding
- D. Relying on informal conversations with team members to explain changes

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How can the kitchen manager effectively motivate the kitchen team during the busier periods?

- A. Avoid giving feedback to the team to reduce stress during busy times
- B. Focus on meeting deadlines and only acknowledging individual efforts
- C. Minimise team involvement in the planning process to reduce distractions
- D. Provide opportunities for team members to share feedback and ideas

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The manager needs to cover business reputation and performance when inducting a new kitchen employee. How can the manager effectively explain the difference between these?

- A. Performance is based on actual service delivery, while reputation reflects how the service is perceived
- B. Performance measures the team's work hours, while reputation considers customer complaints
- C. Reputation focuses on financial reports, whereas performance concentrates on guest perception
- D. Reputation is shaped by advertising campaigns, whereas performance is about customer feedback

Scenario 3

A front office manager at a city centre conference hotel is preparing for the quarterly management review. Fluctuating occupancy rates, increased competition and changing customer expectations are key challenges. To address this, the manager is tasked with improving bookings while maintaining the hotel's reputation for excellent service. Additionally, they are reviewing market research to understand guest preferences and financial reports to forecast revenue. Customer satisfaction scores show concerns about the speed of check-in during busy periods. The manager must also update the hotel's risk management policy to address data security and staff shortages while ensuring that marketing complies with legal and ethical standards. A plan is needed to align team performance with customer expectations and safeguard the hotel's reputation.

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What is the **main** purpose of using market research to address the fluctuating occupancy rates?

- A. To assess competitor pricing strategies and their marketing approach
- B. To convince guests to spend more during their stay
- C. To promote the hotel's reputation for excellent service
- D. To understand seasonal trends and customer behaviours

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Why is it important for the manager to have a clear marketing strategy to address the challenges at the conference hotel?

- A. It allows the hotel to identify and target the right audience effectively
- B. It discourages the hotel from using a purely data-driven approach
- C. It ensures the business achieves a top ranking in search engine results
- D. It reduces employee turnover by offering competitive benefits

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Which of the following forecasting tools helps the manager estimate the return on investment (ROI) for updating the hotel's check-in process?

- A. Balance sheets outlining operational expenses and projected revenues
- B. Competitor analysis comparing customer service strategies and expenses
- C. Customer reviews focusing on the cost of existing facilities
- D. Employee surveys assessing workload distribution during peak periods

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Before introducing a self-check-in machine to address concerns about slow check-ins, why **must** the manager conduct a risk assessment?

- A. To determine whether customer satisfaction scores will immediately improve
- B. To evaluate the machine's speed and ability to handle fluctuating occupancy rates
- C. To identify potential security threats and ensure data protection compliance
- D. To reduce competition from nearby hotels with similar technology

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Which of the following service recovery strategies effectively addresses customer complaints about slow check-ins?

- A. Acknowledging customer concerns and taking immediate action to resolve the issues
- B. Apologising and recommending that customers fill out a feedback form for further investigation
- C. Blaming the delay on staff shortages and assuring the customer that it will not happen again
- D. Offering compensation to customers and promising the issue will be fixed for future visits

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How do ethical principles guide the manager's marketing decisions in response to the challenges faced by the hotel?

- A. By encouraging the use of ambiguous tactics to attract more customers
- B. By focusing on internal feedback to shape marketing strategies
- C. By setting clear standards for honest and respectful communication
- D. By using customer data without explicit consent for targeted marketing

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What is the purpose of including hazard monitoring in the hotel's risk management policy?

- A. To ensure team members can respond quickly to customer complaints
- B. To maintain focus on meeting quarterly financial targets and increasing profit
- C. To minimise operational costs by reducing the frequency of risk assessments
- D. To track changes in risk levels and refine control measures as needed

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How can the front office manager use customer satisfaction data to improve customer experience?

- A. By analysing trends in feedback and adapting customer service accordingly
- B. By developing a strategy to discount rooms and amenities based on customer preferences
- C. By focusing on increasing the number of employees working rather than service quality
- D. By prioritising positive reviews received and disregarding any negative feedback



Level
4

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