

Paper Code: M-EPA-HMC4002

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 ☒ **ANSWER COMPLETED CORRECTLY**

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

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

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

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

01 ☐ A ☐ B ☒ ☒ **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 newly appointed front office manager at a city-centre hotel is tasked with improving team performance and addressing operational challenges. Their key priorities include reviewing the risk management policy to identify hazards, analyse risks and implement mitigation strategies, while aligning the people strategy to attract, retain and develop employees. The manager must also refine recruitment and induction processes, enhance communication methods and empower team members by promoting decision-making autonomy. Effective change management will be essential to ensure smooth implementation and address any resistance to these initiatives.

**1**

Employees have expressed concerns over the recent change in management and are likely resisting change because they:

- A. are worried about the possibility of learning new skills
- B. believe it will require additional training and longer shifts
- C. fear the impact of change on their job security
- D. feel the change will reduce their roles and responsibilities

**2**

Which of the following is a **key** factor for the front office manager to consider when choosing between written and verbal communication?

- A. The availability of the staff to attend a face-to-face meeting
- B. The overall team's preferred method of communication
- C. The size of the team and their ability to follow instructions
- D. The urgency of the message and the level of detail required

**3**

Which of the following leadership styles effectively addresses the team's resistance to change in their daily tasks and routines?

- A. Autocratic
- B. Democratic
- C. Transactional
- D. Transformational

**4**

Which of the following approaches can the front office manager use to ensure that team members feel heard during team meetings?

- A. Focusing on the team's weaknesses to encourage improvement
- B. Interrupting team members to ask follow-up questions and providing immediate solutions
- C. Maintaining eye contact and paraphrasing key points to demonstrate understanding
- D. Waiting until the meeting is over to provide feedback

5

How does performing risk analysis support the manager's decision-making in the hotel's operations?

- A. By assessing potential threats to determine their likelihood
- B. By assigning staff specific duties to address workplace hazards
- C. By predicting customer trends and preferences to inform policies
- D. By providing a detailed breakdown of all operational costs

8

Why is it important to regularly monitor risks in a risk management policy?

- A. To decrease the overall cost of business insurance
- B. To evaluate if mitigation strategies are effective
- C. To reduce the number of policies required by the business
- D. To simplify the communication of safety procedures

6

How can the front office manager empower team members while aligning with the hotel's goals?

- A. By delegating decisions across the team without providing guidance or support
- B. By focusing on strict adherence to manager led decision-making
- C. By making all decisions independently to ensure consistency
- D. By offering opportunities for decision-making within established guidelines

9

Which of the following is a **key** benefit of introducing a structured induction programme for new employees at the hotel?

- A. It allows the hotel to bypass mandatory training sessions to save time
- B. It ensures new employees can select tasks that suit their individual preferences
- C. It guarantees new employees form close relationships with all colleagues
- D. It helps clarify the hotel's policies and procedures to reduce errors

7

Why is it important for the front office manager to align the people strategy with the business strategy?

- A. To allow the team to operate independently without guidance
- B. To attract and retain staff who can contribute to the hotel's success
- C. To reduce the need for regular communication between teams
- D. To simplify the process of delegating responsibilities within the hotel

**Scenario 2**

A hospitality outlet manager at a fast-paced coffee shop is focusing on increasing revenue and enhancing the customer experience following a decline in performance. To align with a new vision of delivering the best customer-focused dining experience and the response to trends, like the growing demand for plant-based dishes, the manager introduces a seasonal vegan menu, which is promoted through targeted marketing. The manager sets performance targets, such as increasing sales per head and improving customer satisfaction scores. In response to this, a contingency plan is developed to ensure alignment with the coffee shop's vision, values and legal compliance.

**10**

Which of the following financial constraints could impact the coffee shop's ability to sustain the updated vision of customer-focused dining?

- A. Excessive spending on upgrading the equipment in the coffee shop
- B. High operational costs associated with sourcing seasonal ingredients
- C. Increased competition from nearby coffee shops with vegan menu offerings
- D. Insufficient resources to implement loyalty programmes for customers

**11**

How can key performance indicators (KPIs) assist the manager in achieving the goal of increasing sales per head?

- A. By ensuring that all staff are equipped to manage customer complaints
- B. By monitoring the frequency of repeat customers to identify trends
- C. By reviewing the success of menu changes and upselling techniques
- D. By tracking the time taken for food preparation and delivery

**12**

Which of the following actions demonstrates regularity when managing performance targets for the coffee shop?

- A. Allowing team members to decide how performance data is tracked
- B. Developing benchmarks based on the feedback received from customers
- C. Implementing structured processes for analysing performance metrics
- D. Updating processes only after a noticeable drop in sales has been observed

**13**

Which of the following actions can the manager take to incorporate current dining trends into forecasting to increase revenue?

- A. Analysing customer feedback to identify popular dish preferences
- B. Focusing solely on past trends to predict customer demand for future seasons
- C. Prioritising menu expansion without considering operational expenses
- D. Using competitor pricing models as the primary basis for adjusting the trend budget

14

When introducing the new seasonal vegan menu, which of the following is a **key** consideration for the coffee shop's contingency plan?

- A. Allowing chefs to experiment with creating vegan dishes
- B. Identifying alternative suppliers for key vegan ingredients
- C. Implementing promotional offers for vegan menu items
- D. Training staff on the nutritional benefits of vegan dishes

15

Why is a profit and loss statement valuable for forecasting sales per head in the coffee shop?

- A. It estimates the level of customer service needed during busy times
- B. It helps predict future market trends based on external factors
- C. It provides insight into past trading trends and the cost structure
- D. It records employee performance and scheduling needs

16

How does the current Data Protection Act impact the coffee shop's approach to improving customer satisfaction as part of its new strategy?

- A. It allows unrestricted collection and use of customer data for marketing purposes
- B. It ensures customer data is securely stored and only accessible to authorised personnel
- C. It limits the ability to offer personalised services based on customer preferences
- D. It mandates that customer feedback is stored indefinitely for future analysis

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Why is aligning business objectives with the coffee shop's vision important for achieving long-term success?

- A. It ensures the coffee shop's financial performance can be tracked
- B. It guarantees the coffee shop will meet legal requirements
- C. It helps to create a unified direction for the team to follow
- D. It makes it easier to adjust prices based on customer demand



**Scenario 3**

A food and beverage manager at a struggling restaurant has been tasked with improving the dining experience to attract more customers. The restaurant has faced challenges in meeting the diverse preferences of its diners. To address this, the manager conducts market research with key customer groups, including regular patrons and local residents. The manager plans to introduce a wider variety of dishes as well as faster service to appeal to customers with limited time. The main objectives are to enhance customer satisfaction, rebuild the restaurant's reputation and encourage repeat visits.

**18**

What role does customer feedback play in improving the restaurant's dining experience?

- A. Evaluating the financial and logistical feasibility of potential changes
- B. Indicating preferences for price points across various customer groups
- C. Providing insights into which existing menu items are most popular
- D. Revealing areas of the service and menu offerings that require adjustments

**19**

How does recognising and rewarding the team's success in enhancing customer satisfaction impact team members?

- A. It boosts team morale and encourages continued high performance
- B. It helps develop a more competitive attitude, leading to tension between team members
- C. It leads to complacency if rewards are not linked to continuous improvement
- D. It results in increased pressure and contributes to burnout among team members

**20**

How can market research support the food and beverage manager to attract more regular patrons to the restaurant?

- A. By analysing operational efficiency and how to increase the venue's physical space
- B. By discovering potential trends and preferences to inform improvements
- C. By establishing the optimal pricing for all menu items based on competitors' rates
- D. By identifying areas where the venue can reduce its operational costs

**21**

Why is having a clear business strategy important for the food and beverage manager to achieve increased repeat business?

- A. It allows the manager to quickly implement changes without considering customer preferences
- B. It enables the manager to ignore competitor strategies and focus solely on internal processes
- C. It ensures the catering services remain consistent, even if customer preferences change
- D. It helps to outline customer needs and tailor services to meet their expectations

22

How does effective communication between the kitchen and service teams contribute to customer satisfaction at the restaurant?

- A. It allows the kitchen staff to manage stock levels more effectively
- B. It helps improve the accuracy of orders and reduces mistakes
- C. It lets the service staff adjust food preparation times during peak hours
- D. It supports the creation of unique and customised dishes

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Considering the manager's goal of attracting more regular patrons and local residents, how does perception differ from reputation when evaluating the dishes offered?

- A. Perception is based on marketing strategies, while reputation reflects the restaurant's past performance with customers
- B. Perception is determined by the pricing strategy, while reputation is determined solely by customer reviews
- C. Perception is reflective of individual's experiences, while reputation is based on long-term assessments of consistent standards
- D. Perception is shaped by the actual quality of the food, whereas reputation is influenced by the restaurant's marketing efforts

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Why is it important for the food and beverage manager to consider psychographic factors and customer feedback when refining the dining experience?

- A. To create a standardised menu that reduces preparation time
- B. To determine the frequency of customer visits for menu planning
- C. To ensure the options reflect customer lifestyles and preferences
- D. To prioritise allergen-free options for all menu items

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How can the food and beverage manager ensure compliance with current food labelling regulations when introducing new menu options?

- A. By adjusting portion sizes to reduce the need for detailed nutritional information
- B. By ensuring that the menu includes details of allergen information and nutritional content
- C. By excluding allergen information to avoid overwhelming potential customers with details
- D. By updating the menu to include the names of all staff members involved in food preparation



**Level**  
**4**

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