

Paper Code: M-EPA-HMFO4001

Level 4

Hospitality Manager: Front Office Management - 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 **35 scenario based multiple-choice questions** and is split into **Part A** and **Part B**. The duration of this examination is **90 minutes**. **Part A** consists of questions 1-25 and will assess the core knowledge criteria. In order to achieve a **Pass** a minimum of **18 marks** must be achieved in **Part A**. **Part B** consists of **26-35** and will assess the specialist pathway knowledge criteria. In order to achieve a **Pass** a minimum of **7 marks** must be achieved in **Part B**. The exam is worth **35 marks**, with a **Pass** being **25 marks**, and **Distinction 30 marks**.

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.

Part A is comprised of the following **25 core questions**.

Scenario 1

A food and beverage service manager has recently been hired at a late-night venue, which is part of a well-known chain. The business is located in the centre of a busy city, with its main clients consisting of students and young people. There are also many competitors nearby. The manager has been tasked with reviewing the business, in particular marketing, finance and their team of employees. They have also been asked to implement new strategies.

1

Due to their recent employment and other rapid changes that are occurring within the business, the manager has been asked to review the current contingency plan. They should ensure it is:

- A. easy to implement, meets demand, adheres to budgetary requirements and is regularly reviewed
- B. needs-based, practical, time-efficient, meets demand and is realistic
- C. realistic, practical, efficient, needs-based and is regularly reviewed
- D. time-efficient, realistic, easy to implement, meets demand and adheres to budgetary requirements

2

The manager is now responsible for a team of 12 employees. Why is team training important?

- A. To evaluate team performance and offer feedback and support
- B. To keep employees 'in line' and make sure they are consistently following orders
- C. To check employee wellbeing and mental health and provide support
- D. To maintain compliance with legislation and the company's policies

3

One of the strategies the manager has been asked to implement is a people strategy. These are important because they:

- A. monitor current employees to help them feel valued and improve their productivity to maximise business potential
- B. focus on retaining effective employees while also attracting new ones to achieve the best business performance
- C. are a method of workforce planning that centres solely on maximising the business' profits and minimising labour costs
- D. recruit experienced employees who require less support so that managers can impact the business elsewhere

4

The owners have asked the food and beverage service manager to analyse the target markets of the business. Which data and information should be utilised?

- A. Demographic, geographic, systematic and systemic
- B. Behavioural, firmographic, geographic and systemic
- C. Demographic, discreet, psychographic and systematic
- D. Behavioural, demographic, geographic and psychographic

5

Following target market analysis, the manager must then look to the next year and plan for growth. When forecasting for the **next** financial year, it is important to consider trends to:

- A. determine customer preferences that will set the business apart from the competition
- B. ensure that only new products are stocked to encourage customers to spend more
- C. ensure customers and colleagues are aware that the business aims to stock products that are in season
- D. determine the premium products that customers will have seen on social media

6

One of the key performance indicators (KPIs) concerns the amount of money spent on staffing hours and efficiency. As a **minimum**, the manager **must** analyse and compare:

- A. average sales per hour and average plate waste per customer
- B. average staff hourly rate and the number of staff that are not working
- C. footfall per hour and the budgeted gross profit percentage
- D. actual sales per hour and the number of covers per team member

7

Compliance is one area that has been brought to the manager's attention. The **most** important reason to monitor the compliance of different departments is to:

- A. meet customers' wants, needs and expectations
- B. uphold legal requirements, standards and behaviours
- C. maintain employee innovation, creativity and autonomy
- D. identify employees' training, development and progression needs

8

The manager has been asked to brief the team in person about the recent changes. The **most** effective way to communicate is by being:

- A. organised, concise, prompt and commanding
- B. honest, concise, friendly but restricting questions from employees
- C. open, honest, clear and allowing employees to ask questions
- D. friendly and sincere but commanding and directive

Scenario 2

You have just been promoted to multifunctional manager at the restaurant you have been employed at for 8 years. The business is located in a rural town that is becoming increasingly popular with tourists, particularly during the summer months. This is beginning to impact several businesses in the area. The owner wants you to analyse various elements of the business to prevent further problems and increase revenue.

9

After being asked to revisit the brand image of the business, you realise the business vision also needs to be considered. The business vision is:

- A. conceptualising the founder's original ideas for the business
- B. conceptualising what the business wants to achieve in its turnover
- C. a statement about what the business would like to be known for and perceived as
- D. a statement about the business that is easily memorable

10

The **most** effective way to plan for an increase in revenue for the business is by:

- A. analysing the previous year's testimonials and asking all employees for their opinions
- B. formulating a new budget, based on employee ideas and potential opportunities
- C. analysing the previous year's annual income, as well as risks and constraints
- D. formulating a financial strategy which includes risks, constraints and opportunities

11

Being new to the role, which leadership style is **most** appropriate to use?

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

12

The team have voiced concerns about reporting to new management. How can you help empower the team?

- A. Reinforce positive feedback when employees have earned it
- B. Ask employees to follow, share and promote your ideas
- C. Develop professional relationships and encourage open communication
- D. Demand they voice their opinions and promise to action them

13

Due to the increased custom during the summer months, part of your job involves recruiting new employees. Which supporting documents are used in the **initial** recruitment process?

- A. Job description, CV, code of conduct and equality policy
- B. Identification, CV, application form and equality policy
- C. Identification, CV, person specification and code of conduct
- D. Job description, person specification, CV and application form

14

You want to consider a marketing campaign to promote the business. The **most** important financial information used to support any decisions made around marketing spending is a:

- A. cash flow forecast
- B. balance sheet
- C. profit and loss account
- D. bank statement

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You need to inform current employees that you are recruiting extra employees for the summer months. How can this change be managed effectively?

- A. Send an email to all managers informing them of the recruitment and roles that need filling and encouraging enquiries
- B. Hold a meeting to announce the recruitment and explain the reasons for this before addressing any concerns or queries
- C. Place posters and notices in common areas of the workplace to let current employees know about the upcoming recruitment
- D. Share the news using social media and the company website and explain how the recruitment will benefit the business and current employees



Scenario 3

Jamie is a front office manager employed by a large hotel venue whose customers are majoritively middle-aged adults. The hotel is also equipped with an onsite restaurant. They are responsible for ensuring customer satisfaction and analysing customer feedback to continuously improve the organisation. Jamie also manages reservations and delivery of the business standards.

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The **main** factors customers measure business performance against are:

- A. ethics, equality, costs and perceived quality
- B. value for money, perceived service, experience and employee professionalism
- C. equality, employee professionalism, requirements and value for money
- D. requirements, expected service, costs and experience

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Which type of marketing technique would further **increase** the business' revenue?

- A. Using the company's social media to promote available rooms and discounts
- B. Organising a promotional event with nearby competitors to increase custom
- C. Upselling to customers who are checking in by offering small discounts for upgrades
- D. Informing suppliers of discounts so they can promote the business in their free time

18

Jamie implements a new marketing strategy. Why is having a clear marketing strategy important?

- A. It discourages the business from using a purely data-driven approach
- B. It prevents employees from leaving to work for competitors and other companies
- C. It allows the business to identify and understand their target audience
- D. It increases the likelihood of the business becoming the top result on search engines

19

Which are the **most** likely areas of potential waste or loss in Jamie's hotel?

- A. Food service equipment and electricity
- B. Flooring, decor and maintenance
- C. Paper, card and other stationary
- D. Linen, food and drink

20

Before adding a self-service, hot water dispenser in the reception area, Jamie conducts a risk assessment. The 5 **key** elements of this are:

- A. identify, control, mitigate (or minimise), evaluate and monitor
- B. identify, analyse, respond, mitigate (or minimise) and monitor
- C. observe, analyse, control, mitigate (or minimise) and repeat
- D. observe, respond, mitigate (or minimise), report and repeat

21

Jamie identifies several hazards associated with the water dispenser. Which hazard would have the **highest** risk rating?

- A. Bacterial build up
- B. Slips and trips
- C. Burns and scalds
- D. Lifting injuries

22

It is important for Jamie to consistently ensure that legal and ethical principles are adhered to. How do ethical principles govern marketing?

- A. By allowing businesses to use advertising to sell a diverse range of products
- B. By outlining acceptable behaviours within the business' marketing strategy
- C. By enabling businesses to create individual promotional strategies
- D. By maintaining equality by implementing and utilising sustainable advertising

23

A customer has complained about the service they received from a receptionist at check-in. How can Jamie implement a successful service recovery strategy to support the customer?

- A. Apologise, understand the complaint, resolve the issue and follow up with the customer
- B. Express concern, listen to the complaint, document the issue and promise to pass it on to a superior
- C. Listen, document the issue, divert attention from the issue and speak to the receptionist
- D. Take note of their feedback, understand, request the receptionist resolves the issue and monitor the situation

24

Jamie wants to investigate customers' perception and the business' reputation. The **difference** between perception and reputation is that:

- A. perception is a subjective assessment of a product which is made by an individual, whereas reputation is the public perception of a business
- B. perception is the public opinion of a business, whereas reputation is how engagement affects how the business actually operates
- C. reputation is the public perception of a business, whereas perception is how collaboration and communication is impacted by the overall public opinion
- D. reputation is an individual customer assessment of the business, where as perception is how the business actually operates

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Although new to a management role, Jamie is determined to successfully champion the business. This can be achieved by:

- A. providing employees with positive and negative feedback to push development and negate inefficiency
- B. putting the needs of the organisation above all else, including employee morale and engagement
- C. creating a vision for the organisation's future by only recruiting experienced employees
- D. motivating the team to operate to brand standards and encouraging them to become ambassadors for the organisation

Part B is comprised of the following 10 specialist pathway questions.

Scenario 4

Robin is new to management, and has just assumed a role as a front office manager at a busy city centre hotel. Their responsibilities include managing the reception desk to ensure that reservations are made efficiently, overseeing room sales in a way that maximises revenue and ensures that rooms are allocated effectively. Robin's role also includes analysing reception and reservation operations and utilising data to implement practices that will improve the overall performance of the reception and reservation service.

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Robin can improve the efficiency of the reception and reservation service provided to guests by:

- A. terminating the contracts of under performing staff
- B. working with staff to develop new systems
- C. reporting on the impact of poor service
- D. providing staff training on data analysis

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How can Robin effectively manage the sale of hotel rooms to **maximise** revenue?

- A. By implementing dynamic pricing based on customer segmentation
- B. By using promotions and reduced pricing to attract a variety of customers
- C. By researching competitor's room rates and lowering prices accordingly
- D. By encouraging staff to up sell rooms to business customers

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Which factors should Robin consider to ensure that rooms are allocated effectively?

- A. Housekeeping availability, information on local events and the cost of rooms
- B. The date of the booking, whether it has been pre-paid and whether the customer was upsold to a premium room
- C. Whether customers are booking on behalf of their business or family, the length of their stay and the time of year
- D. Customer loyalty, the length of their stay and the room's reservation status

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How can computer reservation systems help Robin to ensure that the reception team functions effectively?

- A. By providing customer history to support up selling techniques and information on events
- B. By providing competitor rates, updates on room availability and feedback analysis
- C. By providing databases of customer preferences that are straightforward, secure and explanatory
- D. By providing reminder emails, the numbers of staff required and dynamic pricing

30

Which of the following methods will allow Robin to gather unbiased feedback on the reception team's performance?

- A. Interviewing long-term guests to understand their experiences
- B. Utilising mystery shoppers to assess service quality
- C. Analysing guest reviews posted on popular review websites
- D. Reviewing daily staff reports provided by the reception team

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Robin has been asked by the owners to carry out an audit on the reception team to improve performance. What should Robin consider during the audit?

- A. Guest interactions, reservation handling, the accuracy of cash handling and adherence to hotel policies
- B. Customer feedback on rooms, online booking systems, overbooking rates and guest interactions
- C. Occupancy rates, the prices of rooms sold, customer complaints and each employee's skillset
- D. The staff rota, each employee's skillset, overbooking rates and reservation turnaround times

32

Robin wants to deliver a briefing to improve team performance when allocating rooms. What should they cover in the briefing to emphasise the benefits of effective room allocation?

- A. Ensure that customer loyalty is rewarded and that profits are increased by overbooking
- B. Ensure customer needs are met and other amenities in the business are better prepared
- C. Ensure that profits are increased by overbooking and that customer needs are met
- D. Ensure other amenities in the business are better prepared and that customer loyalty is rewarded

33

The owners want to install a self-service area to improve the efficiency of check-in. When deciding whether this should be implemented, Robin should consider:

- A. booking rates, the use of online booking systems and the times that customers check in
- B. the SERVQUAL analysis, as well as customer and colleague feedback on the timings and service provided during check-in
- C. room occupancy rates, the number of staff allocated to the reception and local competitors' checking-in processes
- D. whether the hotel is overbooked or under booked, customer segmentation and staff complaints

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Which approach will allow Robin to increase the profit generated from room sales?

- A. Offering set room rates throughout the year to maintain the consistency of pricing
- B. Providing discounts and personalised perks for guests who book directly with the hotel
- C. Partnering exclusively with online booking agencies for a broader market reach
- D. Limiting the availability of room options to create a sense of urgency in potential guests

35

When familiarising a new employee with the reservation system, which method should Robin use?

- A. Promoting a hands-off approach, allowing staff to learn while carrying out their role
- B. Scheduling comprehensive training sessions, including scenario-based interactions
- C. Limiting access to system resources to prevent errors and misuse
- D. Relying on manuals and process documents created by the company







Level
4

Highfield Qualifications

Highfield ICON
First Point
Balby Carr Bank
Doncaster
South Yorkshire
DN4 5JQ
United Kingdom

01302 363277
info@highfield.co.uk
www.highfieldqualifications.com