

Paper Code: M-EPA-HMMF4001

**Level**  
**4**

# Hospitality Manager: Multifunctional Management - Mock On-demand 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

15

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.

**16**

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

**17**

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

25

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

Max is a multifunctional manager at a luxury hotel with a bar and restaurant. Their role requires them to effectively manage and plan the activities of multiple teams and ensure that the teams they oversee use resources efficiently and adapt service to changing business priorities while maintaining business/brand standards. As Max is a multifunctional manager, they are also responsible for overseeing the kitchen, following and implementing relevant legislation, reviewing procedures and improving both on-site and off-site sales.

**26**

Max wants to deliver a series of team building activities alongside regular training sessions to enhance team performance. When tailoring activities for different teams, it is essential that Max:

- A. provides specialised mentorship to reflect team roles, responsibilities and expertise
- B. conducts generic team-building sessions to foster a sense of unity among diverse teams
- C. implements standardised training methods for all teams to ensure consistency in knowledge
- D. adapts activities to suit the unique requirements, challenges and goals of each team

**27**

How will implementing supportive systems help Max to manage multiple teams?

- A. By eliminating the need for regular team meetings, allowing teams to work independently and minimising the need for oversight
- B. By focusing on rewarding individual achievements, promoting competition among team members and developing a cohesive workforce
- C. By streamlining communication, enhancing collaboration and promoting skill development while fostering a motivated workforce
- D. By facilitating the implementation of standardised operating procedures, to foster independence in the team and enable staff to learn on the job

**28**

How can Max promote open communication to ensure that the teams they oversee are able to implement the business priority of an improved food offering throughout the hotel?

- A. By conducting regular one-on-one meetings with team members to discuss updates, challenges and ideas
- B. By organising regular team meetings where everyone has the opportunity to share updates, challenges and ideas
- C. By using official channels to provide management with updates, challenges and ideas
- D. By using messaging applications and project management software to share updates, challenges and ideas

**29**

How will the use of recommend, agree, perform, input, and decide (RAPID) frameworks help Max to utilise resources effectively across multiple teams?

- A. By enabling teams to share personal opinions and feedback openly
- B. By facilitating clear communication and allocation of teams' tasks
- C. By automating financial calculations for staffing budget planning purposes
- D. By monitoring staff attendance and leave schedules in real-time

30

How can Max conduct effective research to adapt and evolve business standards across multifunctional teams?

- A. By seeking internal employee feedback
- B. By attending industry events and conferences
- C. By conducting thorough competitor analysis
- D. By monitoring social media discussions

31

Max is reviewing the kitchen's procurement process. Which is the **most** efficient method of procuring new produce?

- A. Finding a competitive supplier and negotiating a further discount before placing an order
- B. Placing an order with the supplier and then checking if their produce is ethically sourced
- C. Checking a supplier's delivery options before negotiating terms and ordering
- D. Identifying suppliers and negotiating terms and prices before ordering

32

Max needs to ensure food in the hotel is delivered to a consistent and high quality standard. This can be achieved by making sure kitchen staff:

- A. follow standardised recipes and specifications
- B. follow food safety standards
- C. are provided with regular team training opportunities
- D. are provided with suitable and safe working conditions

33

Max is responsible for increasing both on-site and off-site sales in the hotel bar. This can be done by:

- A. reducing the variety of drinks offered to streamline the menu
- B. raising the drink prices to create an illusion of higher quality and exclusivity
- C. installing menu displays to provide detailed descriptions and visuals
- D. limiting the operating hours during the weekend to focus on weekday sales

34

A customer is unhappy with the quality of an item they have been served at the hotel. Which piece of legislation requires Max to provide them with a refund?

- A. The Consumer Rights Act 2015
- B. The Trade Descriptions Act 1972
- C. The Licensing Act 2003
- D. The Equality Act 2010

35

Max feels that the current standard operating procedures (SOPs) are not fit for purpose. Standard operating procedures:

- A. outline tasks and responsibilities, providing clear guidelines for their completion to increase staff efficiency
- B. establish a structured framework, ensuring consistency, efficiency, and maintaining quality standards
- C. create an autocratic atmosphere, emphasising rules over flexibility and creativity
- D. provide a rigid set of rules, reducing the likelihood of errors and ensuring customer satisfaction







**Level**  
**4**

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