Προς

ΦΟΡΕΑΣ ΔΙΑΣΦΑΛΙΣΗΣ ΚΑΙ ΠΙΣΤΟΠΟΙΗΣΗΣ ΤΗΣ ΠΟΙΟΤΗΤΑΣ ΤΗΣ ΑΝΩΤΕΡΗΣ ΕΚΠΑΙΔΕΥΣΗΣ

Πρόεδρο Συμβουλίου

Θέμα: Απάντηση στην αναβολή λήψης απόφασης Αξιολόγησης του Προγράμματος Σπουδών με την Επωνυμία:

Hotel Administration (2 years/120 ECTS, Diploma)

Αναφορικά με το πιο πάνω θέμα σας επισημαίνουμε την απάντηση στην αναβολή λήψης απόφασης αξιολόγησης του προγράμματος σπουδών με την επωνυμία Hotel Administration (2 years/120 ECTS, Diploma).

Με εκτίμηση,

Διευθυντής
Κώστας Χαραλάμπους

116 Eleftherias Street, Deryneia 5380, PO Box 36118, Deryneia 5386
Telephone: 23010023, Fax: 23010024 Email: info@akc.ac.cy
Website: www.akc.ac.cy
1. Internal Evaluation Committee Members

<table>
<thead>
<tr>
<th>NAME</th>
<th>TITLE</th>
</tr>
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<tr>
<td>Dr. Eirini Daskalaki</td>
<td>President of the Internal Evaluation Committee - Academic Director</td>
</tr>
<tr>
<td>Mr. Anastasios Philippou</td>
<td>Academic Staff</td>
</tr>
<tr>
<td>Mr. Lefteris Charalambous</td>
<td>Academic Staff</td>
</tr>
<tr>
<td>Mrs. Stella Zorpa</td>
<td>Academic Staff</td>
</tr>
<tr>
<td>Mr. Spyros Rayias</td>
<td>Quality Assurance Specialist</td>
</tr>
<tr>
<td>Mrs. Susan Taylor</td>
<td>Administration Staff Representative</td>
</tr>
<tr>
<td>Mr. Giorgos Kleanthous</td>
<td>Undergraduate Student (nominated by a student body)</td>
</tr>
</tbody>
</table>
2. Responsibilities of the Internal Quality Committee

The responsibilities of the Internal Quality Committee, in accordance with Article 14 of the Quality Assurance and Accreditation in Higher Education and the Establishment and Operation of an Agency for Related Matters Laws (136(I)of 2015 & 47(I) of 2016) as amended or replaced, are as follows:

2.1 Coordination and preparation of the special self-assessment reports in relation to the external evaluations concerning the College.

2.2 Preparation of the College’s General Assessment Reports to be submitted to the Cyprus Quality Assurance and Accreditation Agency (CyQAA).

2.3 Implementation of the following standards referred to in Article 12 of the above-mentioned Law.

(a) Commitment for cultivating perceptions and behaviours that recognize the importance of quality assurance for the performance of the College activities

(b) Policy implementation and relevant procedures to ensure the quality of the programmes offered and the degrees awarded

(c) Operating formal mechanisms for approval, monitoring and periodic review of the programmes and qualifications offered by the College

(d) Ensuring that students are evaluated on the basis of published criteria, rules and procedures consistently applied

(e) Possession of the necessary qualifications and competences by the teaching staff in relation to the teaching task which he/she is called upon to complete

(f) Adequacy of learning resources and suitability for each programme offered for the purpose of supporting the student learning process

(g) The collection, analysis and use of all data related to the effectiveness and efficiency of the management of the offered programmes and other educational activities

(h) Publication, at regular intervals, an up-to-date, impartial and objective report, on the offered programmes and other educational activities, as well as on the qualifications awarded by the College, for quality assurance purposes

(i) Cooperation with the School Board and the Research Department as appropriate.

In addition, the Internal Quality Committee prepares biannual reports to the College Council on key quality assurance issues, decisions and actions taken, and any recommendations for the above matters.
3. Duties of the Committee Members

The duties of the Committee members take into account their dual representative function given their roles as Academic Director, academic & administrative staff, or student.

3.1 President of the Committee

The duties of the President with regard to the Committee are:

- To provide leadership for implementing quality and standards and ensure that the Committee achieves its overall objectives within the agreed time frames;
- To ensure that the College implements the standards referred to in Article 12 in accordance with Article 14 of the Quality Assurance and Accreditation in Higher Education and the Establishment and Operation of an Agency for Related Matters Law (136(I) of 2015 & 47(I) of 2016)
- To ensure meetings run efficiently and effectively;
- To act as a liaison by representing the Committee’s views to the College Council and other committees as appropriate and to provide feedback from such to the Committee;
- To provide means for the college community to have an opportunity to bring forward issues for consideration;
- To finalise the Committee’s agenda before every meeting;
- To brief new members of the Committee;

3.2 Quality Assurance Specialist

The responsibilities of the Quality Assurance Specialist with regard to the Committee are:

- To oversee the development of the Quality Assurance Framework
- To provide specialist knowledge regarding risk assessment and quality assurance;
- To make recommendations for revisions due to any changes in the college environment;
- To ensure that reports are inclusive and are submitted to the Committee in a timely manner;
- To coordinate the preparation of the special self-assessment reports in relation to the external evaluations concerning the College, in a timely manner
- To coordinate the preparation of the College’s General Assessment Reports to be submitted to the CyQAA, in a timely manner

3.3 Academic Staff Members
The responsibilities of the academic staff members are:
- To represent particular areas of expertise according to the function they perform in the college;
- To ensure the consideration of operational and strategic objectives in the context of quality and standards;
- To review quality assurance reports, policies and procedures presented to the Committee for consideration and approval;
- To implement agreed policies and procedures;
- To identify policy and procedure items for consideration by the Committee.

3.4 Secretary of the Committee - Administration Staff Representative
The role of the Secretary is:
- To provide administrative support for the Committee;
- To bring to the Committee’s attention administrative quality issues;
- To advise on the scheduling of agenda items within and across meetings;
- To monitor and report on the progress of actions and matters arising from the Committee meetings.

3.5 Undergraduate Student (nominated by a student body)
- To represent particular areas of student interests for improving the quality of the student experience;
- To identify policy and procedure items for consideration by the Committee;
- To make recommendations for changes.
- To provide feedback to the Committee on student related issues.

4. Quality Assurance Regulations in Plan
See following table
# Action plan for the implementation of quality assurance regulations regarding the programme of study: Hotel Administration 2 Years Diploma

<table>
<thead>
<tr>
<th>Responsibility/Regulation</th>
<th>Action to be taken</th>
<th>Action by</th>
<th>Start/Target date</th>
<th>Success Indicators</th>
</tr>
</thead>
<tbody>
<tr>
<td>Implementation of the standards referred to in Article 12</td>
<td>2 Academic and administration workshops per year</td>
<td>Administrative Committee</td>
<td>Feb 2020</td>
<td>Complete 2 workshops within a year</td>
</tr>
<tr>
<td>(a) &quot;Commitment to cultivate attitudes and behaviours that recognize the importance of quality assurance in the performance of its work;&quot;</td>
<td>Internal Evaluation Committee reports directly to the College Council on quality improvement issues</td>
<td>Internal Evaluation Committee</td>
<td>Every council meeting</td>
<td>Decisions on quality assurance issues are implemented effectively.</td>
</tr>
<tr>
<td></td>
<td>Develop an action plan for every quality improvement initiative and monitor with the use of KPI's</td>
<td>Academic Staff member of the internal evaluation committee</td>
<td>After the approval of the initiative by the council</td>
<td>Action plan in place 2 weeks after the approval. Meet targets set by monitoring KPI's.</td>
</tr>
<tr>
<td>(b) implementation of a policy and associated procedures for quality assurance and standards in relation to the programmes of study offered and the higher education qualifications awarded;</td>
<td>Effective implementation of Quality Policy and Procedures and application for certification to the ISO 9001 requirements by the end of 2020. Perform internal audits to oversee the Quality Management System implementation and correct any oversights that could delay certification.</td>
<td>Internal Evaluation Committee (the college has developed an assessment policy and procedures)</td>
<td>First week of November 2019</td>
<td>Refer to KPI's 1) Graduation Satisfaction Rate 2) Employer Satisfaction Rate</td>
</tr>
<tr>
<td>Responsibility/Regulation</td>
<td>Action to be taken</td>
<td>Action by</td>
<td>Start/Target date</td>
<td>Success Indicators</td>
</tr>
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</tr>
<tr>
<td>(c) operation of formal mechanisms for the approval, monitoring and periodic review and where necessary revision of the programmes of study offered and the higher education qualifications awarded;</td>
<td>Actions are taken according to the college's internal regulations and procedures for new and/or revised programmes of study as per the Annual Programme Evaluation and the five year programme review.</td>
<td>Programme Coordinator - writes the annual program review report Academic Committee and the Programme Coordinator - prepares the five year program review report</td>
<td>Every year</td>
<td>Every five years Preparation of inclusive reports a month after the end of the academic year Refer to KPI's 1) Student Module Evaluation Rating 2) Annual Programme Evaluation Rating 3) Graduation Employment Rate</td>
</tr>
<tr>
<td>(d) taking care for the evaluation of students on the basis of published criteria, regulations and procedures applied consistently;</td>
<td>Updating and review of the assessment criteria in the internal regulations</td>
<td>Academic Committee</td>
<td>Every time an amendment is needed</td>
<td>Amendments are published and available to students in one week after approval</td>
</tr>
<tr>
<td></td>
<td>Monitoring the application of internal regulations of student assessment by the academic staff</td>
<td>Programme Coordinator and/or Academic Director forward issues to the Academic Committee</td>
<td>On going</td>
<td>Assessments and feedback is provided in one month after the examination</td>
</tr>
<tr>
<td>(e) possession of the necessary qualifications and skills required by the teaching staff in relation to the teaching work it is called upon to perform and the data documenting the degree of competency of its teaching staff;</td>
<td>Independent internal evaluation of the essential qualifications and skills of the teaching staff. Provision of continuous training and development for teaching staff.</td>
<td>Internal Evaluation Committee</td>
<td>Beginning of every semester</td>
<td>All teaching needs are fulfilled before the start of the semester</td>
</tr>
<tr>
<td>Responsibility/ Regulation</td>
<td>Action to be taken</td>
<td>Action by</td>
<td>Start/ Target date</td>
<td>Success Indicators</td>
</tr>
<tr>
<td>----------------------------</td>
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</tr>
<tr>
<td>(f) adequacy and suitability of learning resources for each programme of study offered for purposes of supporting the student’s learning process;</td>
<td>Identify the needs (from academic staff and student evaluations) and make available the necessary learning resources</td>
<td>Programme Coordinator Approval by the Finance Committee</td>
<td>A month before the start of every semester</td>
<td>Student Satisfaction Survey - An average grade of at least 3.5</td>
</tr>
<tr>
<td>(g) collection, analysis and use of all data related to the effectiveness and efficiency in the management of the study programmes offered and other educational activities;</td>
<td>Identification of the degree of effectiveness and efficiency of the management of the programme of study by evaluating KPI's set.</td>
<td>Program Coordinator and/ or Academic Director reports to the Academic Committee</td>
<td>The end of every semester and end of every academic year</td>
<td>Module Evaluation Survey - An average grade of at least 3.7 Graduate Satisfaction Rate: An average grade of at least 4 Annual Programme Evaluation - An average grade of at least 3.7 Peer Assessment Evaluation: An average grade of at least 4.2</td>
</tr>
<tr>
<td>(h) disclosure, in printed and electronic form, at regular intervals, of an updated, impartial and objective report regarding the programmes of study offered and the other educational activities, as well as the qualifications it confers.</td>
<td>Disseminate with absolute transparency the relevant reports to the college community</td>
<td>Director of Administration</td>
<td>2 months before the start of the academic year</td>
<td>One objective and transparent report every year</td>
</tr>
<tr>
<td>Responsibility/Regulation</td>
<td>Action to be taken</td>
<td>Action by</td>
<td>Start/Target date</td>
<td>Success Indicators</td>
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<tr>
<td>-------------------------------------------------------------------------------------------</td>
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</tr>
<tr>
<td>Coordination and preparation of the special self-assessment reports in relation to the external evaluations concerning the College</td>
<td>Collect the necessary evidence and information needed Draft report for review Comments and approval Forward the report to CyQAA</td>
<td>Administrative Committee</td>
<td>On going</td>
<td>Report produced 2 months before submission Report approved before admission Report submitted on time</td>
</tr>
<tr>
<td>Preparation of the College’s General Assessment Reports to be submitted to the Cyprus Quality Assurance and Accreditation Agency (CyQAA)</td>
<td>Collect the necessary evidence and information needed Draft report for review Comments and approval Forward the report to CyQAA</td>
<td>Administrative Committee</td>
<td>On going</td>
<td>Report produced 2 months before submission Report approved before admission Report submitted on time</td>
</tr>
</tbody>
</table>
1 Introduction: the purpose of assessment

The assessment of students includes any processes that evaluate a student’s knowledge, understanding, abilities or skills. There are many different forms of assessment used by the College, serving a variety of purposes. These include:

- Assignment - individual & group
- Case Study – individual & group
- Presentation – individual & group
- Computer Based Assessment – individual & group
- Midterm Test
- Final Examination
- Participation and Attendance

2. General Principles of Assessment

The College has set the following principles as guidance for best practices in student assessment:

2.1 Assessment will be reliable

Reliability refers to the need for the assessment to be accurate and repeatable. This requires clear and consistent processes for the setting, marking, grading and moderation of assignments.

2.2 Assessment will be valid

Validity ensures that assessment tasks and associated criteria will effectively measure student achievement of the intended learning outcomes.
2.3 Information about assessment will be explicit and accessible
Clear, accurate and consistent information on assessment tasks and procedures will be made available to students in a timely manner.

2.4 Assessment will address all of the module/level aims and outcomes
Assessment tasks will mainly reflect the nature of the module or level of study but will also ensure that students have the opportunity to develop a range of generic skills and capabilities.

2.5 The amount of assessed work required will be manageable
The scheduling of assignments and the amount of required work will provide a vital portfolio of knowledge, skills and abilities achieved without overloading students.

2.6 Formative and summative assessment will be included in each module and at each level of study
Formative and summative assessment will be included into each module/levels of study to ensure that the purposes of assessment are effectively delivered.

2.7 Each module/level will include a variety of assessment types
Variety in assessment (computer based, case studies, presentations etc.) promotes effective learning and allows a range of intended learning outcomes to be appropriately assessed. In addition, varied assessment tasks support a range of approaches to learning and ensure that inclusivity is planned for and addressed.

3. Assessment methods and criteria are aligned to learning outcomes and teaching activities

3.1 Assessment methods and criteria
It is the College's Academic Committee that monitors the adherence to the general principles of assessment and the submission of recommendations for improvements directly to Programme Coordinators.

The quality of the programmes in the College is monitored by the College’s Internal Evaluation Committee. The Academic Committee monitors that there is an alignment between intended learning outcomes, teaching strategies, methods of assessment and assessment criteria using the following methodology:
The quality of the programmes is monitored and evaluated by the College’s Internal Evaluation Committee by the processes describe below (3.2)

<table>
<thead>
<tr>
<th>Define the intended learning outcomes for every module of the programme of study and formulate threshold assessment criteria.</th>
<th>Choose learning and teaching activities that enable students to develop their capacity to meet assessment criteria and thereby achieve intended learning outcomes.</th>
<th>Design assessment methods that measure students’ achievement of assessment criteria in order to check how well actual learning matches with intended learning outcomes.</th>
<th>Arrive at a final grade, making a judgement about the extent to which the student achieved assessment criteria (and therefore learning outcomes).</th>
</tr>
</thead>
<tbody>
<tr>
<td>Responsibility of: Academic Committee approves learning outcomes suggested by the Programme Coordinator via the Academic Director</td>
<td>Responsibility of: Academic Director approves the teaching activities suggested by the Academic staff via the Programme Coordinator</td>
<td>Responsibility of: Academic Director approves the assessment methods suggested by the Academic staff via the Programme Coordinator</td>
<td>Responsibility of: Academic staff forward a standardised report giving the analysis of the extent to which the student achieved assessment criteria (and therefore learning outcomes) to the Academic Committee</td>
</tr>
</tbody>
</table>
3.2 Programme of Study Evaluation

**Annual Programme Evaluation**
The Annual Programme Review is a report, written by the Programme Coordinator, evaluating the performance of the Programme against its objectives and assessing the quality of the education provided. It is a critical assessment of the positive and negative aspects of the Programme.
The evaluations take into consideration the following:
- The content of the Programme in the light of the latest research and development;
- The changing needs of society;
- The students’ workload, progression and completion;
- The effectiveness of procedures for assessment of students;
- The student expectations, needs and satisfaction in relation to the Programme;
- The learning environment and support services and their fitness for purpose for the Programme;

**Internal Evaluation Committee**
The Annual Programme Evaluation report is independently examined by the Internal Evaluation Committee to evaluate the extent to which the students achieved assessment criteria and therefore learning outcomes of the module. Recommendations for changes are then made to the Academic Committee.

**The Programme Coordinator responsibilities**
The Programme Coordinator routinely monitors the curriculum activities, processes and outcomes using the following evaluation process.
- The mechanism for programme evaluation includes the following:
  - Analyses student progress with benchmark criteria (grades, grading & assessment criteria)
  - Provides a report of student and staff concerns (which arose during the academic year)
  - Provides a report about the appropriateness of educational and study settings.
Performance of students and graduates

The Programme Coordinator:

- Analyses the performance of students and graduates in relation to:
  - The programme mission and intended educational outcomes
  - The curriculum plan
  - Provision of resources budgeted vs. actual
- Use the analysis of student performance to provide feedback to the committees responsible for:
  - Student selection – Academic Committee
  - Curriculum planning – Academic Committee
  - Student counselling – Academic Faculty & Student Welfare Office
  - Quality assurance of the programme – Internal Evaluation Committee

The Five Year Programme Review includes the following:

The Programme Coordinator prepares the reports in direct consultation with the Academic Committee. The report examines the extent to which the programme aims and intended learning outcomes remain appropriate in the light of:

- Changes to the curriculum over time
- Research and technological developments
- Teaching and learning developments
- Student demand, employer expectations and employment opportunities
- Student entry qualifications
- Student achievement

Internal Evaluation Committee

The Five Year Programme Review report is independently examined by the Internal Evaluation Committee to evaluate the extent to which the programme is fulfilling its objectives. Recommendations, which may include possible drastic changes or termination of the programme, are made to the Academic Committee.
4. ANNEXES

Annex I - Policy and process of risk assessment and sustainability of programmes of study

ACC Akademia College defines risk as ‘the threat or possibility that an action or event will adversely or beneficially affect an organisation’s ability to achieve its objectives’.

Risk assessment is a process in which the College can provide assurance that damaging things will not happen or are less likely to happen; that beneficial things will be or are more likely to be achieved; and that as a consequence, the College’s objectives are more likely to be realised. Good management and good governance together with on-going evaluation of the programmes of study are being employed.

The on-going effectiveness and quality of Akademia College programmes is undertaken through annual programme evaluation, periodic review and peer review arrangements. These procedures draw on evidence including student feedback and seek to reflect upon the impact of previous actions, share good practice, identify areas that need to be addressed, and agree how these will be managed and supported.

Periodic Review is considered to be an essential mechanism to support:

- Forward looking development (growth) and/or refinement of programmes
- Enhancement of the student experience
- Strategic fit of provision

Process

Enrolment-Based Measurements

At its most crude and basic formulation, the economic viability of a programme of study is largely determined by the number of students enrolled in the programme. Students pay tuition and, in turn, earn degrees in certain disciplines, and therefore, higher student enrolments in a programme typically presume more money earned for the institution.
Cost Benefit Analysis

A cost benefit analysis model identifies, determines, and adds all gains, and subsequently does the same for expenditures, ultimately resulting in a comprehensive economic assessment of a programme’s impact, whether producing deficit or profit. The analysis considers economic trends, assets, and all sources generating income and expense.

The degree to which a programme is financially viable and the overall sustainability of a particular programme offering are highly interrelated. For this reason, determining the economic profitability of a particular programme of study is a strong indicator of programme viability, but is by no means the only measure. Other key indicators, drawn from various college planning resources, may include:

- Assessments of programme effectiveness and student learning outcomes, enrolment, and retention
- Indicators of student and labour-market demand and employability
- Relation of the programme to the institutional mission and institutional effectiveness plan
- Perceptions of students, faculty, and the community at large

Quality indicators for Programmes of Studies and their monitoring

The quality of the programmes at Akademia College is monitored by the College’s Internal Evaluation Committee, which is responsible for the annual and five-year review of each programme.

The Annual Programme Review is a report, prepared by the Programme Coordinator, assessing the performance of the programme in relation to its objectives and assessing the quality of the training provided. This is a critical assessment of the positive and negative aspects of the course and includes the following:

(a) a review of the structure and administrative arrangements,
(b) a review of the quality of education provided, and
(c) statistical information related to the student performance
It also refers to changes in the programme since the last revision, as well as to the areas of planned future action.

At the end of each year of study, the College graduates complete the Graduation Satisfaction Survey. This process is under the responsibility of the Programme Coordinator. Each graduate completes the Graduate Satisfaction Survey, which records students' views on various topics such as the quality of teaching, assessment methods, facilities, skills and knowledge were related to career goals and development etc.

The Management of Akademia College has set the general quality objectives in the Quality Policy Statement. Taking into account these objectives as well as the process measurement indicators, it sets out specific measurable objectives that are always consistent with the Quality Policy and provide a basic framework for evaluating the performance of the institution, its individual organisational units and processes. Measurable objectives are defined, monitored and reviewed as part of the Management's Quality Management Review. Measurement indicators include, but are not limited to, the following indicators:

- Graduate Satisfaction Rate
- Employer Satisfaction Rate
- Ratio of students to teaching staff
- Student Retention Rate
- Average duration of studies
- Graduate Employment Rate
- Ratio of students to administrative staff
- Student Satisfaction Rate
- Student evaluation of learning resources & facilities
- Teaching staff and professional development activities
- Journal publications per year
## CONTENTS OF ASSESSMENTS

<table>
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<th>Course Title</th>
<th>Assessment</th>
<th>Annex</th>
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</thead>
<tbody>
<tr>
<td>1. ACC100</td>
<td>Hospitality Accounting</td>
<td>Final Examination</td>
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</tr>
<tr>
<td>2. ACC300</td>
<td>Hotel Revenue Management</td>
<td>Midterm Test</td>
<td>2</td>
</tr>
<tr>
<td>3. BUS100</td>
<td>Business Communication</td>
<td>Assignment (Individual)</td>
<td>3</td>
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<tr>
<td>4. BUS200</td>
<td>Personal &amp; Professional Development</td>
<td>Assignment (Individual)</td>
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<tr>
<td>5. BUS300</td>
<td>Entrepreneurship</td>
<td>Case Study (Individual)</td>
<td>5</td>
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<tr>
<td>6. BUS401</td>
<td>Consumer Behaviour</td>
<td>Assignment (Individual)</td>
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<tr>
<td>7. ENG100</td>
<td>Professional English</td>
<td>Assignment (Individual)</td>
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<td>8. GER300</td>
<td>German language I</td>
<td>Midterm Test</td>
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<td>9. GER400</td>
<td>German Language II</td>
<td>Final Examination</td>
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<tr>
<td>10. HIS100</td>
<td>Hotel Information Systems</td>
<td>Midterm Test</td>
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<tr>
<td>11. HOS100</td>
<td>Introduction to the Hospitality Industry</td>
<td>Assignment (Individual)</td>
<td>11</td>
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<td>12. HOS101</td>
<td>Food &amp; Beverage Management</td>
<td>Final Examination</td>
<td>12</td>
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<tr>
<td>13. HOS111</td>
<td>Special Interest Tourism</td>
<td>Assignment (Individual)</td>
<td>13</td>
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<tr>
<td>14. HOS200</td>
<td>Front Office Management</td>
<td>Midterm Test</td>
<td>14</td>
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<tr>
<td>15. HOS201</td>
<td>Housekeeping Management</td>
<td>Midterm Test</td>
<td>15</td>
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<tr>
<td>16. HOS202</td>
<td>Guest Relations</td>
<td>Assignment (Individual)</td>
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<tr>
<td>17. HOS300</td>
<td>Supervision in the Hospitality Industry</td>
<td>Midterm Test</td>
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<tr>
<td>18. HOS400</td>
<td>Food and Beverage Cost Control</td>
<td>Midterm Test</td>
<td>18</td>
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<tr>
<td>19. HOS401</td>
<td>Event Management</td>
<td>Assignment (Individual)</td>
<td>19</td>
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<tr>
<td>20. MGT401</td>
<td>Organisational Behaviour for the Hospitality Industry</td>
<td>Final Examination</td>
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</tr>
<tr>
<td>21. MKT300</td>
<td>Hospitality Marketing &amp; Sales</td>
<td>Final Examination</td>
<td>21</td>
</tr>
<tr>
<td>22. RUS100</td>
<td>Russian Language I</td>
<td>Midterm Test</td>
<td>22</td>
</tr>
<tr>
<td>23. RUS200</td>
<td>Russian Language II</td>
<td>Final Examination</td>
<td>23</td>
</tr>
</tbody>
</table>
Learning Outcomes Assessed:

- Explain the accounting function and its application in the hospitality industry.
- Apply the accounting for cash practices used in the sector.
- Describe how organisations account for receivables; payables; inventories; property and other assets.

Test Instructions/Information

- Terminologies/abbreviations in the case are a part of the exam. No additional explanation will be given.
- Round up to two decimals at the end of your calculation. (eg 42.287=42.29)
- All currency values are in Euro.
- Marks per question are stated at the end of each question.
- Use the blank space below each question or the back side of your exam paper to do the calculations.
- Answer all questions in English. Any words or calculations that cannot be read will not be given credit, regardless of the actual content.
Question A.1 (5%)  
Why is the P&L Statement the most important financial statement for a hospitality manager to understand?

Question A.2 (5%)  
What are the formulas for?
A.2.1 Room revenue
A.2.2 Occupancy %
A.2.3 RevPAR
A.2.4 Profits
A.2.5 Retention/Flow through

Question A.3 (10%)  
Match the items below by entering the appropriate code letter in the space provided.

A. Comparability  F. Going Concern Assumption
B. Conservatism  G. Matching Principle
C. Consistency  H. Materiality
D. Full Disclosure Principle  I. Monetary Unit Assumption
E. Economic Entity Assumption  J. Transactions

___ 1. Accounting principle that circumstances and events that make a difference to financial statement users should be disclosed.
___ 2. Use of the same accounting principles and methods from year to year.
___ 3. Accounting principle that expenses should be matched with revenues in the period when efforts are expended to generate revenues.
___ 4. The constraint of determining if an item is important enough to likely influence the decision of a reasonably prudent investor or creditor.
___ 5. The approach of choosing an accounting method when in doubt that will least likely overstate assets and net income.
___ 6. Accounting assumption that only transaction data capable of being expressed in monetary terms should be included in accounting records.
___ 7. Economic events recorded by accountants.
___ 8. Selecting those events that are considered evidence of economic activity.
___ 9. Ability to compare accounting information of different companies because they use the same accounting principles.
___ 10. The assumption that the enterprise will continue in operation long enough to carry out its existing objectives and commitments.
**Question A.4**  
(7%)  
Name 3 internal users and 3 external users hotel accounting information.  

**Question A.5**  
(42%)  
Esperance Club revealed the following Balance Sheet Accounts on April 30th, 18:

<table>
<thead>
<tr>
<th>Account</th>
<th>Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cash – House Banks</td>
<td>€250,750</td>
</tr>
<tr>
<td>Cash – Regular Checking</td>
<td>€78,963</td>
</tr>
<tr>
<td>Cash – Payroll Checking</td>
<td>€25,473</td>
</tr>
<tr>
<td>Marketable Securities</td>
<td>€205,465</td>
</tr>
<tr>
<td>Guest Ledger (Debit Balances)</td>
<td>€114,450</td>
</tr>
<tr>
<td>Guest Ledger (Credit Balances)</td>
<td>€12,500</td>
</tr>
<tr>
<td>City Ledger</td>
<td>€7,950</td>
</tr>
<tr>
<td>Allowance For Doubtful Accounts</td>
<td>€2,250</td>
</tr>
<tr>
<td>Food Inventory</td>
<td>€155,400</td>
</tr>
<tr>
<td>Beverage Inventory</td>
<td>€75,800</td>
</tr>
<tr>
<td>Supplies Inventory</td>
<td>€20,060</td>
</tr>
<tr>
<td>Prepaid Insurance</td>
<td>€75,000</td>
</tr>
<tr>
<td>Prepaid Rent</td>
<td>€105,000</td>
</tr>
<tr>
<td>Furniture</td>
<td>€280,750</td>
</tr>
<tr>
<td>Equipment</td>
<td>€355,555</td>
</tr>
<tr>
<td>Allowance for Depreciation – Furniture</td>
<td>€35,650</td>
</tr>
<tr>
<td>Allowance for Depreciation – Equipment</td>
<td>€116,300</td>
</tr>
<tr>
<td>China, Glassware, and Silver</td>
<td>€4,600</td>
</tr>
<tr>
<td>Organization Costs</td>
<td>€3,004</td>
</tr>
<tr>
<td>Covenant Not To Compete</td>
<td>€250,000</td>
</tr>
<tr>
<td>Security Deposits</td>
<td>€16,000</td>
</tr>
<tr>
<td>Accounts Payable</td>
<td>€245,799</td>
</tr>
<tr>
<td>Income Taxes Payable</td>
<td>€62,874</td>
</tr>
<tr>
<td>Accrued Payroll</td>
<td>€200,000</td>
</tr>
</tbody>
</table>
Other Accrued Items | €1,050
Notes Payable (See Note 1) | €400,000
Common Stock (See Note 2) | €610,000
Additional Paid-In Capital | €74,630
Retained Earnings (as of 20/03/10) | €125,444

Footnotes:

1. The item referred to as Notes Payable is a 4-year note. Of the € 400,000 unpaid balance, € 150,000 is due in the next 12 months.

2. There are 750,000 shares of € 1 par common stock authorized; 610,000 of them have been issued.

3. The retained earnings of € 125,444 are not the retained earnings as of the period ended April 30th, 18 and, hence, shall be ignored. To compute the retained earnings for April 30th, 18, the following data is provided:

Retained Earnings (31/03/10) | € 72,500
Net Income for the Month Ended 30/04/10 | € 254,897
Dividends declared during the month | € 64,230

Moreover, Esperance Club’s Income Statement as of the month ending April, 30th, 10 revealed the following:

<table>
<thead>
<tr>
<th>April 2010 Income Statement Data</th>
</tr>
</thead>
<tbody>
<tr>
<td>Revenue</td>
</tr>
<tr>
<td>Allowances</td>
</tr>
<tr>
<td>Cost of Food Consumed</td>
</tr>
<tr>
<td>Employees Meals</td>
</tr>
<tr>
<td>Cost of Beverage Consumed</td>
</tr>
</tbody>
</table>

a) What are Total Current Assets? (4 Points)
b) What is the Total Property and Equipment? (4 Points)
c) What are the Total Assets? (4 Points)
d) What are Total Current Liabilities? (4 Points)
e) What is the Total Shareholder’s Equity? (4 Points)
f) What is Esperance Club’s Current Ratio? (4 Points)
g) What is Esperance Club’s Quick Ratio? (4 Points)
h) What is Esperance Club’s A/R Turnover Ratio? (2 Point)
i) What is Esperance Club’s Average Collection Period? (2 Point)
j) What is Esperance Club’s Food Inventory Turnover Ratio? (2 Point)
k) What is Esperance Club’s Food Inventory Turnover Period? (2 Point)
l) What is Esperance Club’s Debt to Equity Ratio? (4 Points)
m) What is Esperance Club’s Assets to Liabilities Ratio? (2 Point)

**N.B:** All Question 05 answers shall be rounded to the nearest cent!

**Question A.6** (31%)

Calculate the month of April’s monetary value of the Cost of Goods Consumed and Ending Inventory from the below given inventory transactions using:

- a) First-In-First-Out Approach.
- b) Last-In-First-Out Approach.
- c) Weighted Average Approach.

<table>
<thead>
<tr>
<th>Date</th>
<th>Transaction</th>
</tr>
</thead>
<tbody>
<tr>
<td>01/04/2010</td>
<td>Counted 15 Units remaining from last month at a total cost of € 90.00</td>
</tr>
<tr>
<td>11/04/2010</td>
<td>Purchased 5 Units @ € 9.50 each</td>
</tr>
<tr>
<td>14/04/2010</td>
<td>Issued 14 Units</td>
</tr>
<tr>
<td>18/04/2010</td>
<td>Purchased 09 Units @ € 9.65 each</td>
</tr>
<tr>
<td>27/04/2010</td>
<td>Issued 5 Units</td>
</tr>
<tr>
<td>29/04/2010</td>
<td>Issued 6 Units</td>
</tr>
</tbody>
</table>

**N.B:** All Question 6 answers shall be rounded to the nearest cent!
Learning Outcomes Assessed:
- Describe the components of revenue management and pricing.
- Evaluate historical price/demand data to identify and target customer Segments in a timely manner, with the appropriate product and price.
- Apply tools and techniques to make revenue management decisions in a simulated environment.

Test Instructions/ Information
- Terminologies/abbreviations are a part of the exam. No additional explanation will be given.
- Round up to two decimals at the end of your calculation. (e.g. 42.287=42.29)
- All currency values are in Euro.
- Use the blank space below each question or the back side of your exam paper to do the calculations.
- Answer all questions in English. Any words or calculations that cannot be read will not be given credit, regardless of the actual content.
- This test is made up of:
  Part A – Multiple Choice Questions which worth 32% of the total marks.
  Part B - 4 Short-Medium answer questions, which worth 68% of the total marks.
Part A – Multiple Choice Questions (16 questions X 2% each = 32%)

Circle the correct answer or answers (more than one answer may be correct)

Q.A.1 A major pioneer of Revenue Management in the hotel industry is:
   a. Bill Marriott
   b. Michael Jackson
   c. Kemmons Wilson
   d. Isadore Sharpe

Q.A.2 Which ONE of the following is not a concept from Economics?
   a. Markets
   b. Scarcity
   c. Promotion
   d. Demand and Supply

Q.A.3 “Load factor” refers to:
   a. Total weight allowed on an aircraft Scarcity
   b. The percentage of airline seats sold
   c. Number of seats on many flights
   d. Average number of seats sold per week

Q.A.4 To maximize revenue is best to:
   a. Increase yield and decrease load factor
   b. Increase the load factor
   c. Increase both yield and load factor
   d. Maintain the load factor and increase yield

Q.A.5 The main reason for performance improvement derived from Revenue Management is:
   a. Better management of the average rate
   b. More effective market segmentation
   c. Increased demand and lower costs
   d. Development of a Revenue Management culture

Q.A.6 According to Jones (2000) how long does it take for a Revenue Management system to have a significant impact on performance:
   a. Six weeks and two days
   b. Six months
   c. Twelve months
   d. Hundred months

Q.A.7 What is the bid price?
   a. A very good price
   b. A fixed minimum rate to be applied
   c. A flexible minimum rate to be applied
   d. A price the customer is willing to pay
Q.A.8 What elements are considered when forecasting?
   a. Customer’s name
   b. Room type
   c. Reservation status
   d. Market segment

Q.A.9 A price consistency strategy is designed to:
   a. Ensure the widest possible channels of distribution
   b. Make it easier for customers to book a room
   c. Overcome lower net contribution costs from using different channels
   d. Ensure customers are offered the same price through all channels

Q.A.10 Which of the following is the most efficient distribution channel:
   a. The world’s distribution system
   b. Online internet site
   c. Hotel's own website
   d. After hours reservation service

Q.A.11 How can hotels optimise their price/value relationship?
   a. Learn how customers perceive and react to price
   b. Analyze customer purchasing behaviour by market segment
   c. Understand customers and their motivation for making purchase decisions
   d. All of the above

Q.A.12 What are the characteristics of a value-based pricing approach?
   a. Ignores that pricing should be done on supply/demand
   b. Disregard the customers' perceptions to price/value relationship
   c. Total price equates to the value customers place upon the bundle
   d. Assumes no market segmentation

Q.A.13 What are the current models of dynamic pricing?
   a. Value-based pricing
   b. Budget driven pricing
   c. Time based pricing
   d. Cost/ benefit oriented pricing

Q.A.14 Revenue Management effective pricing is:
   a. Market-based pricing
   b. Cost-based pricing
   c. Budget-based pricing
   d. Pricing based on historical data

Q.A.15 What are the benefits of dynamic pricing?
   a. Increase the margin of sales
   b. Reducing the risk of obsolete inventory
   c. Maximize the return per customer
d. All of the above

Q.A.16 Define dynamic pricing:

a. Prices that fluctuate frequently by channel, product, customer and time, in response to changes in supply and demand
b. Price adjustments that maximize companies' profits at a price the customer is willing to pay
c. Prices that vary within very short periods of time
d. All of the above

Part B - Short-Medium answer questions (the percentage of each question is provided next to the question)

Answer ALL 4 questions

Question B.1  (12 marks)
Not all industries meet the criteria for application of Revenue Management (RM).
1. Give 3 required criteria.
2. Explain each criterion briefly.

Question B.2  (10 marks)
Hotels that apply RM in a correct way use an indicator called Unconstrained Demand [UC].

Explain how this tool is used.

Question B.3  (10 marks)
Key Performance Indicators (KPI's) such as Occupancy, ADR, RevPASH, GOPPAR, are used to measure the results of your hotel revenue management strategy.

1. Which KPI is used best to measure the ‘Performance’ of your hotel?
2. How do you calculate this KPI?

Question B.4  (36 marks)

B.4.1 Calculate the missing data of the table below

B.4.2 Comment on the results

<table>
<thead>
<tr>
<th>2017</th>
<th>Rooms Avail/Supply</th>
<th>Rooms Sold / Demand</th>
<th>Revenue</th>
<th>Occ %</th>
<th>ADR</th>
<th>RevPar</th>
</tr>
</thead>
<tbody>
<tr>
<td>Jan</td>
<td>4650</td>
<td>2883</td>
<td>374,790</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Feb</td>
<td>4200</td>
<td>2394</td>
<td>304,038</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Mar</td>
<td>4650</td>
<td>3255</td>
<td>462,210</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Mar YTD</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Assume your team is welcoming a group of managers from Middle East and the United Kingdom in your hotel organisation for potential collaboration and expansion of your hotel brand in the Middle East. Prepare a Microsoft PowerPoint Presentation on business etiquette (social and corporate) and intercultural understanding.

Presentation Guidelines

1. General Guidelines
   - The Group Presentation consists of a 25-minute oral presentation. Each presentation must not exceed the assigned time slot.
   - Each group (4 or 3 students depending on the class size) is required to submit a one-page proposal to illustrate the objectives and rationale for their group project two weeks before the presentation.
   - Failure to submit the PowerPoint notes to the Lecturer on time will incur a penalty of 7% of the total mark of the presentation.
   - Each member of the group must participate in preparing for and presenting the topic.
   - **No group written report** is required for the oral presentation.
   - Each group should submit a set of PowerPoint notes (4 slides per page, black-and-white printing) to the Lecturer before their presentation.
   - Presentation will be in the tutorial session and the rest of students plus the lecturer will make up the audience.
   - Presentations will be video recorded to facilitate marking and feedback.

2. Students are expected to consider the following dimensions during the presentation:
   - How are you going to interact?
   - How can you build strong relationships with your potential business partners?
   - How can you prevent misunderstandings?
   - What are the rules and regulations that you have to consider during communication?
   - Different communication styles based on cultural dimensions across countries mentioned on the topic of presentation.
   - Avoid generalisations and stereotyping.

   These are only some indicative dimensions of your presentation; you are advised to include more, based on your understanding and criticality.
3. Learning Outcomes Assessed:
- Deliver an oral business presentation by using Microsoft PowerPoint
- Use appropriate resources and material to compile data for oral presentations
- Understand and apply different types of etiquette (social and corporate)
- Demonstrate intercultural understanding by acquiring a global outlook

<table>
<thead>
<tr>
<th>Score</th>
<th>Criteria</th>
<th>Details</th>
</tr>
</thead>
</table>
| Organisation 20% | • Introduction  
• Main theme  
• Conclusion                                           | • Presentation follows a logical order  
• Details support main ideas  
• Engage audience                                         |
| Content 25% | • Depth  
• Level  
• Terminology                                           | • Information is relevant  
• Ideas are supported with evidence  
• Explanation of key terms                                  |
| Visuals 15% | • Layout  
• Design  
• Appropriate: images, graphics, (if any)       | • Slides are readable and contribute to the persuasiveness of the presentation  
• Each slide is not overloaded with much information  
• Appropriate colours                                        |
| Teamwork 15% | • Presenters share responsibility equally during presentation  
• Presenters facilitate each other                       | • Team is prepared and professional,  
• Presenters share responsibility for Q&A             |
| Delivery 25% | • Voice  
• Pacing  
• Body Language  
• Preparation  
• Presenters do not read from slides           | • Presenters connect with and engage the audience, and speak with conviction  
• Eye-contact  
• Gesture  
• Posture                                          |
Assignment Topic
Develop a Personal Development Plan (PDP).

What is a Personal Development Plan?
Personal development planning is ‘a structured and supported process undertaken by individuals to reflect upon their own learning, performance and/or achievement and to plan for their personal, educational and career development’ (Quality Assurance Agency, 2009).

1. Assignment Guidelines
Your assignment should include the following sections:

<table>
<thead>
<tr>
<th>SECTION A</th>
<th>Self-awareness reflection</th>
</tr>
</thead>
<tbody>
<tr>
<td>i.</td>
<td>Making sense of experience</td>
</tr>
<tr>
<td>ii.</td>
<td>Standing back</td>
</tr>
<tr>
<td>iii.</td>
<td>Repetition</td>
</tr>
<tr>
<td>iv.</td>
<td>Deeper honesty</td>
</tr>
<tr>
<td>v.</td>
<td>Weighting up</td>
</tr>
<tr>
<td>vi.</td>
<td>Clarity</td>
</tr>
<tr>
<td>vii.</td>
<td>Understanding</td>
</tr>
<tr>
<td>viii.</td>
<td>Making judgements</td>
</tr>
</tbody>
</table>

| SECTION B | SWOT Analysis (Strengths, Weaknesses, Opportunities, Threats) |
| SECTION C | Setting goals |

| SECTION D | Short-term goals (below are some examples; you are advised to include your own goals) |
| i.        | When I will do this |
| ii.       | How will I know I have achieved this? |

| Medium-term goals examples: |
| i. | Find another job |
| ii. | Buy a car |

| Long-term goals examples: |
| i. | Graduate from college |
| ii. | Buy a house |
| iii. | Start a business |

| SECTION E | Personal Skills |
| SECTION F | Self-management skills |

| SECTION G | Career Planning (John Holland’s Theory, 6 Holland types) |
| i. | Realistic |
| ii. | Investigative |
| iii. | Artistic |
| iv. | Social |
| v. | Enterprising |
| vi. | Conventional |
You are required to add more sections based on your understanding and critical thinking.

2. Details of each section:
   **SECTION A:** The first stage is designed to conduct a personal analysis, a ‘reflection’. ‘Reflection is a type of thinking which is associated with deep thought aimed at better understanding’ (Cottrell, 2015, p. 219).
   **SECTION B:** SWOT analysis (include personal qualities, skills, experiences, knowledge, resources and support)
   **SECTION C:** The second stage involves setting new and clearly definable goals for yourself which are measurable and will help you to understand how you will have to organise yourself for achieving your future plans.
   **SECTION D:** The third stage should describe your goals in work and life.
   **SECTION E:** Here you will need to outline and describe your personal skillset.
   **SECTION F:** Outline and explain your self-management skills (stress management, self-motivation, self-confidence, etc.)
   **SECTION G:** You are advised to consider the following: Which of the six types do you most and least relate to? Which types most accord and least accord with your profile of strengths and weaknesses, etc.

3. Learning Outcomes Assessed:
   - Assess own skills, competences and the different learning and development approaches
   - Design a professional development plan, within a specific work context
   - Adopt a demeanour of on-going professional development and self-directed learning to enhance professional identity and career opportunities

**Technical Requirements:**
1. Assignment length: 2000 words
2. On the cover sheet you need to include the total number of words (excluding references) and please mark each assessment with course title and course code.
3. Arial, font size 12
4. Double Line Spacing

**Grading Criteria**
- Presentation & Clarity 25%
- Attention to Purpose of the Assignment 25%
- Critical Analysis 25%
- Writing Skills 25%
Course Title: Entrepreneurship  
Course Code: BUS300  
Course Type: Compulsory  
Level: Diploma  
Year/Semester: Year 2/Semester 3  
Teacher’s Name: Lefteris Charalambous  
ECTS: 6  
Percentage of total grade: 30%

Learning Outcomes Assessed
- Develop an excellent understanding of the process of entrepreneurship
- Understand and apply different theories and concepts
- Develop an excellent understanding of the process of entrepreneurship

Case Study Details
“The Great Small Hotel” Gaming Opportunity

Demetris Ioannou hotel “the Great Small Hotel” is NOT one of the market leaders in the hotel industry in the town of Limassol. However, it acquired a subcontracting license to develop gaming activities in its large underground area, previously used as a parking lot. “The Great Small Hotel” is a well-known and distinguished name in fine hotels mostly for its excellent restaurant and its international cuisine. In 2017, Demetris received a proposition from one of his healthy customers to make a business plan for developing his underground space of 700 square metres to be used for its small casino.

Demetris realizes that he needs advice on these decisions and has hired your team as consultants. You have a meeting today with Demetris to present your business plan and recommendations.

Generate your own details and facts from the information presented in this case.

Case study report format and guidelines
Following is a suggested guideline for preparing your case study report which should not exceed 2000 words.

Your paper should be FLUSH LEFT margin (business report format) with extra line space between paragraphs and ARIAL 12 pt Double Spaced Font:

Cover Page
(Include student name and student number, course title, and topic)

Introduction
Current situation analysis and pertinent background including a synopsis of the relevant information from the case analysis tool short form.
Body
May include:
- Target Market Identification
- Market Needs and/or competition analysis
- Analysis of Case
- Key Issues/Goals
- Recommendations – i.e. Business Plan

Should include:
- Decision Criteria
- Assumptions
- Data Analysis (analysis in appendix and summary info in body)
- Preferred Alternative with rationale.
- Justification/Predicted Outcome:
  It is important that all guesstimates or creative ideas be founded upon some marketing rationale and a solid understanding of the target market and anticipated financial changes/impact.

Conclusion

References
Make sure you support your ideas with facts and figures. You should USE PROPER HARVARD style in-line citations, image source citations, and an alphabetical CITATION LIST in a references section. https://www.mendeley.com/guides/harvard-citation-guide

Appendices
All charts, financials, visuals, and other related items can be placed here and referenced in the report.

Assignment Grading Criteria

<table>
<thead>
<tr>
<th>Category</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Presentation &amp; Clarity</td>
<td>20%</td>
</tr>
<tr>
<td>Attention to Purpose of the Assignment</td>
<td>20%</td>
</tr>
<tr>
<td>Critical Analysis</td>
<td>20%</td>
</tr>
<tr>
<td>Writing Skills</td>
<td>20%</td>
</tr>
<tr>
<td>Conclusions</td>
<td>10%</td>
</tr>
<tr>
<td>Referencing</td>
<td>10%</td>
</tr>
</tbody>
</table>
Assignment Topic

Explain and analyse the effects of market segmentation in the hospitality industry and how current trends influence consumer’s choice of hotel establishment?

(Your assignment should consider one of the following hotel brands which are owned and operated by Hilton Worldwide: Hilton, Conrad Hotels, Double Tree, Embassy Suites Hotels, Hampton Inn & Suites, Hilton Garden Inn, Homewood Suites by Hilton).

1. Assignment Guidelines
   Students are expected to:
   Provide a review on:
   ▪ Definition of market
   ▪ Approaches to segmentation: demographic, psychographic, geographic, behavioural
   ▪ Criteria for segmentation
   ▪ Issues influence market segmentation
   Main application of consumer behaviour
   ▪ Explain the four major factors that affect consumer behaviour in hospitality industry.
   ▪ Analyse three trends that influence consumer’s choice of hotel establishment

2. Learning Outcomes Assessed:
   ▪ Analyse the nature and scope of consumer behaviour and how it affects decision making in a globalised world
   ▪ Critically evaluate and analyse market segmentation strategies
   ▪ Explore key consumer behaviour terminology and concepts

3. Technical Requirements:
   ▪ Assignment length: 3000 words excluding references
   N.B.: On cover sheet you need to include the total number of words (excluding references) and please mark each assessment with course title and course code.
   ▪ Font Arial, size 12
   ▪ Double line spacing
   ▪ Reference list based on Harvard System
     https://www.mendeley.com/guides/harvard-citation-guide

Grading Criteria
Presentation & Clarity 20%
Attention to Purpose of the Assignment 20%
Critical Analysis 20%
Writing Skills 20%
Conclusions 10%
Referencing 10%
Assignment Topic:

Assume that you are the Human Resource Manager of a large company of hotels. You must look over 3 CVs (resumes) and decide who you think is best suited for the position of the Hotel General Manager in one of these hotels. You must prepare a report by referring to what is leadership, the importance of a leader and decide who is the most suitable by referring to their qualifications and strengths.

Learning Outcomes Assessed:

- To develop topics concerning leadership skills, strengths, weaknesses
- To retrieve, recognize and recall relevant knowledge from previous discussions, meetings
- Use oral and written English in a specific situation
- Use vocabulary related to hotel administration
- Apply grammatical rules in various contexts
- Apply the taught material in a communicative activity based on a real-life situation

General Guidelines

- The paper must be typed on a computer and comply with the following technical requirements:
  - **Font:** Times New Roman, font size 12 and a line spacing of 1.5
  - **Word count:** The length of the assignment should not exceed 2000 words
  - If the students exceed the word count, the essay will not be sent to grading
  - Footnotes should be included in the word count of the main text.
  - **Not included in this count:** the front page (with name and title etc.), references (bibliography)
- **Structure:** the paper should be as good as possible: well organized in titles (and subtitles/footnotes if necessary) and references
- Use the Harvard Style of referencing to cite information sources
  - [https://www.mendeley.com/guides/harvard-citation-guide](https://www.mendeley.com/guides/harvard-citation-guide)
**Grading Criteria:**

<table>
<thead>
<tr>
<th>Score</th>
<th>Criteria</th>
<th>Details</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Content</strong></td>
<td>Relevance of the topic or question answered, references to literature, arguments to support answer</td>
<td>Addresses the topic or question, presents assigned authors’ viewpoints, provides sufficient evidence to support argument</td>
</tr>
<tr>
<td>50%</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Coherence and Cohesion</strong></td>
<td>Structure, organization and development of the assignment</td>
<td>Skilfully manages paragraphing, solid arguments with supporting evidence, main points are relevant to the topic, not too much repetition</td>
</tr>
<tr>
<td>20%</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Lexical Resource</strong></td>
<td>Use a wide of vocabulary; no errors with spelling mistakes</td>
<td>A wide range of vocabulary is used with very natural and sophisticated control of lexical features; rare minor errors occur only as “slips”</td>
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<td><strong>Grammatical Range and Accuracy</strong></td>
<td>Use a wide range of structure; no errors with tenses or syntax</td>
<td>A wide range of structure is used with full flexibility and accuracy; rare minor errors occur only as “slips”</td>
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</table>
Antworten Alle Fragen!

1. Internationale Wörter. Schreiben Sie die Wörter auf Deutsch. (6)

a. ________________  b. ________________  c. ________________  
   
   d. ________________  e. ________________  f. ________________  
   
   g. ________________  h. ________________  i. ________________  

Datum ___________________________  Name des Studenten ___________________________  

Registrationsnummer ___________________________
2. Lesen Sie den Dialog und finden Sie **5 Verben**. (5)

- Guten Tag! Ist hier noch frei?
- Ja, bitte! Was trinken Sie?
- Kaffee bitte!
- Wir haben Mokka, Capuccino, Espresso…
- Ich nehme einen Capuccino bitte. Und du Claudia? Was möchtest du?
- Mineralwasser bitte.
- Also, wir nehmen einen Capuccino und ein Mineralwasser.

| a) _______ | d) _______ |
| b) _______ | e) _______ |
| c) _______ |

3. Wählen Sie die richtige Antwort. (4)

a) Mein Name ist Anna Bauer._______ bin Ingenieurin.
   i) ich ii) du iii) sie

b) Das ist Silvie._______kommt aus Paris.
   i) er ii) sie iii) es

c) Herr Müller arbeitet bei BMW._______ spricht sehr gut Englisch.
   i) er ii) sie iii) es

d) Klaudia und Peter, was trinkt_______?
   i) wir ii) ihr iii) sie


a) Sind Sie aus Wien? A) Im Hotel „Hilton“
b) Was trinken Sie? B) Zusammen oder getrennt?
c) Zahlen, bitte! C) Nein, ich bin Tourist
d) Woher kommen Sie? D) Einen Espresso, bitte!
e) Wo wohnen Sie? E) Aus Italien

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</table>

5. Schreiben Sie die Zahlen! (10)

a) 3______________  f) sechsundfünfzig ______________
b) 12______________  g) achtundneunzig ______________
c) 7______________  h) elf ______________
d) 20______________  i) null ______________
e) 30______________  j) neunundvierzig ______________

6. Ergänzen Sie das richtige Verb. (6)

<table>
<thead>
<tr>
<th>Zahlen - trinkst - nehme - macht - kommen - sind</th>
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</thead>
<tbody>
<tr>
<td>a) Was______________ du?</td>
</tr>
<tr>
<td>b) Ich______________ einen Kaffee, bitte!</td>
</tr>
<tr>
<td>c) _______________ Sie auch im Deutschkurs?</td>
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<tr>
<td>d) Woher______________ Sie? Aus China?</td>
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<tr>
<td>e) Wir möchten__________________ bitte.</td>
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<table>
<thead>
<tr>
<th>Frage</th>
<th>Antwort</th>
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<tbody>
<tr>
<td>a) ______wohnt Andrea? - In München</td>
<td></td>
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<tr>
<td>b) ______ist ihr Familienname? - Schiller</td>
<td></td>
</tr>
<tr>
<td>c) ______arbeitet sie? - Bei Siemens</td>
<td></td>
</tr>
<tr>
<td>d) ______ihr Hobby? - Ski fahren</td>
<td></td>
</tr>
<tr>
<td>e) ______kommt Milena? - Aus der Slowakei</td>
<td></td>
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<tr>
<td>f) ______finden Sie Wien? - Fantastisch!</td>
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<tr>
<td>g) ______studiert Marta? - Deutsch</td>
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<tr>
<td>h) ______sprechen Sie? - Englisch und Spanisch</td>
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8. Wählen Sie das richtige Verb. (8)

a) Frau Schiller ___________ Deutschlehrerin. ist/sind
b) Sie ___________ an einer Sprachschule. arbeite/arbeitet
c) Im A1-Kurs ___________ 12 Studenten. ist/sind
d) Sie ___________ aus viele Länder. komme/kommen
e) Sie ___________ jetzt aber in München wohnst/wohnen
f) Der Kurs ___________ international. ist/sind
g) Die Studenten ___________ mit dem Kursbuch. arbeiten/arbeitet
h) Sie ___________ sehr viel. lernen/lernt

9. Verbinden Sie die Fragen und Antworten. (9)

a) Können Sie das bitte buchstabieren? A) OK. 15 Minuten, für einen Kaffee.
b) Können Sie das bitte wiederholen? B) Bei Bosch, in Berlin.
c) Wo arbeiten Sie? C) Ja! B-U-C-H.
d) Können wir eine Pause machen? D) Nein, sprechen Sie bitte langsamer.
e) Können Sie mich verstehen? E) Ja, klar. Wo ist die Kreide?
f) Können Sie das bitte anschreiben? F) Ja! Fenster, das Fenster.
g) Wie ist Ihre Telefonnummer? G) Sonnenalle 40, 50012, Berlin
h) Wie alt sind Sie? H) 0221 – 807 - 4231

<p>| | | | | | | | | | |</p>
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<td>g</td>
<td>h</td>
<td>i</td>
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</table>

10. Ergänzen Sie die Artikel. (12)

a) _______ Tafel
e) _______ Kind
i) _______ Heft
b) _______ Schwamm
f) _______ Herr
j) _______ Papier
c) _______ Familie
g) _______ Farbstift
k) _______ Kuli
d) _______ Foto
h) _______ Tisch
l) _______ Füller
11. Ergänzen Sie den Plural. (7)

a) das Buch - die________

b) die Tasche - __________

c) das Auto - __________

d) der Computer - __________

e) der Bleistift - __________

f) der Stuhl - __________

g) die Frau - __________

12. Welches Wort passt nicht? (6)

a) Bleistift – Kuli – Tasche

b) Tisch – Stuhl – Heft

c) Berlin – Österreich – München

d) Kaffee – Kurs – Saft

e) Tafel – Frau – Mann

f) Computer – Füller – CD-Player

13. Schreiben Sie die Sätze richtig. (8)

a) trinken – was – Sie – möchten?

b) in – Jena – wohnen – Sie?

c) Italien – aus – kommst – du?


Text 1

Text 2

Gregor – Gisela – Familie Diehl – Jenny ?

a) __________ist Studentin.
b) __________arbeitet in der Bibliothek.
c) __________hat eine Frau und zwei Kinder.
d) __________macht Musik und spricht zwei Sprachen.
e) __________spricht drei Sprachen.
f) __________wohnt in Kanada.
Antworten Alle Fragen!

1. Leseverstehen. Richtig oder falsch? (5)


   a. Susanne und Guido haben ein Haus. richtig/falsch
   b. Susanne findet ihr Haus sehr klein. richtig/falsch
   c. Es hat nur ein Badezimmer. richtig/falsch
   d. Die Kinder wohnen in der Stadt. richtig/falsch
   e. Der Garten macht zu viel Arbeit. richtig/falsch
1. Wohnung für Senioren. Wohn- und Schlafzimmer, Mini-Küche und Bad, 48qm, Service (Essen, Reinigung, Einkaufen) einmal pro Tag.

2. Ergänzen Sie die Anmeldung von Olivier Bergmann. (6)

Olivier Bergmann kommt aus Hamburg, wohnt aber jetzt in Berlin, in der Friedrichstrasse 12 mit seiner Familie: seiner Frau und den zwei Kindern, Peter und Klaus. Olivier arbeitet als Pilot bei Lufthansa. Er hat eine Email Adresse: olivier.bergmann@lufthansa.de. Er spricht Deutsch und Spanisch und möchte einen Englischkurs an der Sprachschule machen.

Name: ________________________________
Adresse: ________________________________
Beruf: ________________________________
Sprachen: ________________________________
Herkunft: ________________________________
Familienstand: ________________________________

3. Wohnung gesucht. Was passt? (5)

a. b. c. d. e.

_________________ _______________ _______________

_________________ _____________

_________________ _______________
2. 2-Zimmer-Wohnung im Hochhaus: ruhig, Balkon, 300 €


4. Altbauwohnung in der City: luxus-saniert, 4 Zimmer mit Balkon, 2 Bäder, 1200 € + NK


4. Abkürzungen. Was passt zusammen? (10)

<table>
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<tr>
<th>a</th>
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<th>d</th>
<th>e</th>
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<td>f</td>
<td>g</td>
<td>h</td>
<td>i</td>
<td>j</td>
</tr>
</tbody>
</table>

a. 1. OG 1. vier Zimmer
b. 4-Zi 2. Nebenkosten
d. NK 4. Erdgeschoss
e. NB 5. Balkon
f. ZH 6. Zentrale Heizung
g. Kü 7. Erstes Obergeschoss
h. DG 8. Neubau
i. EG 9. Dachgeschoss
j. AB 10. Altbau
5. Fragen und Antworten. Was passt zusammen? (5)

b. Habt ihr Platz für eure Möbel? 2. Ja, unsere Nummer ist 80231

<table>
<thead>
<tr>
<th>a</th>
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<th>c</th>
<th>d</th>
<th>e</th>
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6. Adjektive. Ergänze die Gegenteile. (6)

<table>
<thead>
<tr>
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<tbody>
<tr>
<td>a. klein ≠__________   d. alt ≠__________</td>
</tr>
<tr>
<td>b. kurz ≠__________   e. billig ≠__________</td>
</tr>
<tr>
<td>c. schön ≠__________  f. modern ≠__________</td>
</tr>
</tbody>
</table>

7. Welches Wort passt nicht? (5)

a. das Arbeitszimmer: der Schreibtisch – die Bücher – der Herd – der Computer
b. die Küche: der Sessel – der Kühlschrank – der Herd – der Stuhl
c. das Schlafzimmer: das Bett – der Spiegel – die Kommode – der Esstisch
d. das Kinderzimmer: das Bett – der Schrank – die Waschmaschine – der Computer
e. das Bad: das Waschbecken – das Sofa – die Toilette – die Badewanne
8. Wie heißt **das Zimmer** wo wir….? (4)

a. essen
b. schlafen
c. arbeiten
d. baden


**das Herd - der Stuhl - das Bett - das Sofa - das Regal - der Sessel -
der Schrank - der Fernseher - der Tisch -**

a. 

b. 

c. 

d. 

e. 

g. 

f. 

h. 

Hallo Wim,

ich  (a) in Hamburg. Das  (b) in Deutschland. Gestern war ich bei einem Picknick mit „euregionalen“ Essen: Schokolade aus Belgien, Saft aus Deutschland und Fish and Chips aus England. Ich  (c) viele Freunde hier.

Wir  (d) Deutsch, Englisch und Französisch. Das ist super!

(a) wohnt/wohne  (b) liege/liegt  (c) habe/haben  (d) sprechen/spricht


| a. kühl       | 1. die Lampe       | ________________ |
| b. das Telefon| 2. das Regal       | ________________ |
| c. alt        | 3. der Tisch       | ________________ |
| d. stehen     | 4. das Haus        | ________________ |
| e. die Bücher | 5. das Wohnheim    | ________________ |
| f. hoch       | 6. der Schrank     | ________________ |
| g. schreiben  | 7. die Nummer      | ________________ |
| h. die Studenten| 8. der Bau        | ________________ |
| i. die Kinder | 9. die Maschine    | ________________ |
| j. waschen    | 10. das Zimmer     | ________________ |

11. Ergänzen Sie die Tabelle. (7)

<table>
<thead>
<tr>
<th>Land</th>
<th>Hauptstadt</th>
<th>Sprache</th>
</tr>
</thead>
<tbody>
<tr>
<td>Deutschland</td>
<td></td>
<td></td>
</tr>
<tr>
<td>London</td>
<td>Bern</td>
<td></td>
</tr>
<tr>
<td>die Schweiz</td>
<td></td>
<td>Nicosia</td>
</tr>
</tbody>
</table>

12. Welches Wort ist richtig? (4)

Hallo Wim,

ich  (a) in Hamburg. Das  (b) in Deutschland. Gestern war ich bei einem Picknick mit „euregionalen“ Essen: Schokolade aus Belgien, Saft aus Deutschland und Fish and Chips aus England. Ich  (c) viele Freunde hier.

Wir  (d) Deutsch, Englisch und Französisch. Das ist super!
13. Nominativ oder Akkusativ? Was passt wo? (4)

<table>
<thead>
<tr>
<th>Nominativ</th>
<th>Akkusativ</th>
</tr>
</thead>
<tbody>
<tr>
<td>sein – finden – wohnen – haben</td>
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</table>


Manuel hat _______ Fernseher, _______ Sofa, _______.
Spülmaschine, _______ Schreibtisch, _______ Stehlampe und _______ Bürostuhl.

15. Possessivartikel. Ergänze die Tabelle. (5)

<table>
<thead>
<tr>
<th>Personalpronomen</th>
<th>Possessivartikel</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bsp: ich</td>
<td>mein(e)</td>
</tr>
<tr>
<td>er</td>
<td></td>
</tr>
<tr>
<td>ihr</td>
<td></td>
</tr>
<tr>
<td>du</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Ihr (e)</td>
</tr>
</tbody>
</table>

16. Possessivartikel. Was ist richtig? (6)


(a) Unser/ Sein       (b) deine/ unsere       (c) sein/mein
(d) unsere/ihre      (e) ihre/deine           (f) ihre/ eure
17. Schreib die Sätze richtig. (7)


b. du – wie – unser Haus – findest - ?

c. das Bücherregal – im Wohnzimmer – steht.

d. keine Spülmaschine – Sie – haben - ?
Midterm Test

Learning Outcomes Assessed:
- Identify the general applications of hospitality information systems
- Examine the daily functions associated with the information systems across the hotel departments
- Explain how information systems can facilitate seamless hospitality operations and maximize revenue

Test Instructions/ Information
- Terminologies/abbreviations are a part of the exam. No additional explanation will be given.
- Marks per question are stated at the end of each question.
- Answer all questions in English. Any words that cannot be read will not be given credit, regardless of the actual content.
- This test is made up of short-medium answer questions
Short-Medium answer questions (the percentage of each question is provided next to the question)

Answer ALL 10 questions

1. Name the four phases of an information system and briefly describe each phase (10 marks)

2. a) What does CBIS stand for? (2 marks)
   b) Name two input devices, two output devices and two communication devices (8 marks).

3. Name five important advantages of a CBIS for a hotel? (10 marks)

4. Define the following terms: (10 marks)
   a. Information system
   b. Hospitality information system
   c. Management information system.

5. Name all subsystems of a hotel information system and describe how they are applied (10 marks)

6. Name the six factors that influence the types of technology found in hotels and briefly describe two factors (10 marks)

7. What are the basic functions of a reservations system? (10 marks)

8. Within the Front Office System describe the daily functions made for
   a) guest registration
   b) cashiering & guest check-out

9. What is a POS System and give four benefits? (10 marks)

10. Name the four levels of e-commerce transactions and describe two transactions in relation to the hospitality industry (10 marks).
Assignment Topic:

Explain and analyse the effects of globalisation on the hotel sector and give specific examples of how it has affected the Cypriot hotel industry.

Assignment Guidelines

1. Students are expected to:
   Provide an up-to-date literature review on:
   - The theories of globalisation
   - Arguments for globalisation
   - Arguments against globalisation
   - Impacts of globalisation on the hotel sector (exposure to different cultures, ‘global village’, technology advancement, etc.)

   Give examples on:
   - Why is the hospitality industry regarded as one of the most ‘global’ in the service sector?
   - Recent developments in the hotel sector in Cyprus
   - Challenges that the hotel sector faces in Cyprus due to global developments

2. Learning Outcomes Assessed:
   - Identify the importance of hospitality for global development
   - Forces shaping the hotel business and competition in the lodging business
   - Identify the factors that affect the Cypriot hospitality industry

3. Technical Requirements:
   - Assignment Length: 2500 words excluding references

   N.B.: Students need to include the total number of words (excluding references) in the cover page of their assessment along with the course title and course code.
   - Font and size: Arial, 12
   - Double line spacing
• Reference list based on Harvard System
  [https://www.mendeley.com/guides/harvard-citation-guide](https://www.mendeley.com/guides/harvard-citation-guide)

**Assignment Grading Criteria:**

- Presentation & Clarity: 20%
- Attention to Purpose of the Assignment: 20%
- Critical Analysis: 20%
- Writing Skills: 20%
- Conclusions: 10%
- Referencing: 10%
Learning Outcomes Assessed:

- Identify the various management, production and service roles
- Describe the different types of table service and food service categories
- Demonstrate how food and beverage marketing is applied in the hotel environment
- Assess the importance of menu planning and for the effective management of food production systems

Test Instructions/ Information

- Answer all questions in English. Any words that cannot be read will not be given credit, regardless of the actual content.
- This test is made up of:
  - Part A – Multiple Choice Questions which are worth 35% of the total marks.
  - Part B - Short answer questions, which are worth 15% of the total marks.
  - Part C - 5 Medium answer questions, which are worth 50% of the total marks.
Part A – Multiple Choice Questions (35 questions X 1% each = 35%)

Circle the correct answer

PLEASE ANSWER ALL OF THE FOLLOWING QUESTIONS:

PART A
1. The most important consideration when planning a menu is:
   a. Product purchase cost
   b. Menu item selling price
   c. Guest
   d. Price-value relative to competitive alternatives
   e. Competitors
   f. All of the above

2. Guests consider the concept of "quality" when they consider:
   a. Menu items
   b. Service
   c. The “Experience”
   d. Equipment

3. Good service ______ correctly taking an order and serving it.
   a. Involves
   b. Involves more than

4. The restaurant manager is likely to report to the:
   a. Chef
   b. General manager
   c. Food and beverage manager
   d. Maître d'hôtel

5. Executive Chef is responsible for:
   a. Meat cookery
   b. Pastry and baked goods
   c. Kitchen hygiene
   d. Salad and appetizer station
   e. All of the above

6. Portion cost is the amount of money required to produce one serving of a menu item.
   a. True
   b. False

7. Restaurant Manager must know:
   a. The number of guests that will arrive
   b. The number of guests that will depart
   c. The terms of guests
   d. The number of late arrivals
   e. All of the above

8. Poor value is where the WORTH is perceived as greater than the COSTS
   a. True
   b. False

9. Which of the following is NOT a direct report to the food and beverage manager?
   a. Catering manager
   b. Head barman
   c. Accounting manager
d. Room service manager

10. Which of the following is a way in which marketing affects menu planning in a restaurant?
   a. Demographics (gender, income, age, family status, ethnicity) of the guests
   b. Purpose of the guest's visit (guest's wants and needs)
   c. Both a and b are correct

11. Food cost percentage is a percentage that indicates how the cost of food relates to the menu prices and food sales of a food service operation.
   a. True
   b. False

12. In a large hotel, the ________ is responsible for food production.
   a. Sous chef
   b. Chef
   c. Food and beverage manager

13. How can you create a positive experience for food industry customers through nonverbal communication?
   a. Removing a guest's plate
   b. Eye contact
   c. Smile
   d. All the above

14. What are some ways you can maximize profit and growth?
   a. Use principles of budgeting and forecasting
   b. Use expired food
   c. Use cheap labour
   d. Minimizing employee labour hours
   e. All of the above

15. As a restaurant leader, you need to have the following leadership skills:
   a. Motivate your staff and recognize their achievement
   b. Provide information to employees to help them participate in the decision-making process
   c. Train staff members to work as part of the hotel's team
   d. Do what they expect employees to do
   e. All of the above
   f. a, b and c
   g. a, b and d

16. What is the main role of an Executive Chef?
   a. Cook
   b. Open restaurants
   c. Plan menu
   d. Manages all kitchen operations

17. A teamwork environment promotes an atmosphere that fosters friendship and loyalty. These close-knit relationships motivate employees in parallel and align them to work harder, cooperate and be supportive of one another.
   a. True
   b. False
18. Duty to care for all staff and lawful visitors and must **NOT:**
   a. Sell (or keep for sale) food and beverages that are unfit for people to eat
   b. Sell food or beverages that are not what the customer is entitled to expect, in terms of content or quality
   c. Describe or present food in a way that is false or misleading
   d. Cause food or beverages to be dangerous to health
   e. All of the above

19. Food costs are determined by:
   a. Selling price
   b. The relationship between the purchase price and the selling price
   c. Customer needs
   d. Owner
   e. b and c
   f. The percentage of profit

20. What causes employee turnover?
   a. A lack of fairness on the part of managers with their staff
   b. Overworked individuals
   c. Lack of employee recognition for existing jobs being done well
   d. Talented young people not getting the development they want
   e. Low to no salary increases
   f. All of the above

21. Good value is where the **COSTS** are perceived as greater than the **WORTH**
   a. True
   b. False

22. Why is training necessary?
   a. Untrained employees = happy employees
   b. Trained employees are inefficient
   c. It helps reduce turnover
   d. It doesn’t cost much

23. Service is:
   a. The performance of the organization and its staff, from the guest’s point of view
   b. Often produced in one place and then consumed at a later time
   c. By definition, performed by people
   d. Always performed for money as defined

24. All food, beverages and other services provided must be fit for purpose and of satisfactory quality in relation to price and description.
   a. True
   b. False

25. Customers’ right to expect that data about them is:
   a. Used for the marketing business purposes
   b. Kept secure
   c. Passed on third parties without prior consent
   d. All of the above
26. Customer service is a combination of five characteristics:
   a. Service level, service availability, service reliability, service flexibility, level of cost
   b. Service level, service availability, service reliability, service flexibility, level of productivity
   c. Service level, service availability, level of standards, service reliability, service flexibility
   d. Service level, service availability, Level of standards, service reliability, level of productivity

27. Liquid measured as 40% alcohol by volume has 45 per cent of the contents as pure alcohol
   a. True
   b. False

28. Wrong way to increase restaurant sales is:
   a. Have well trained staff
   b. Apply standard customer procedures
   c. Raise prices and reduce costs
   d. Create special promotions
   e. All of the above

29. Personal selling is very important. Staff should be able to:
   a. Just taking customer order
   b. Provide simple service
   c. Describe the food, wines and drinks on offer in an informative and appealing way
   d. Don’t care about customers’ view
   e. All of the above

30. Which of the following best defines a table d’hôte menu?
   a. The menu varies each day on a weekly rotation
   b. The menu has a set number of courses with limited choice
   c. The menu specials are displayed daily on a board
   d. The menu includes a variety of individually priced dishes

31. Which type of menu would typically offer individually priced dishes?
   a. Set menu
   b. A la carte menu
   c. Buffet
   d. Table d’hôte menu

32. A wedding reception banquet at a large hotel typically requires the services of which division of the hotel?
   a. Main restaurant
   b. Tavern
   c. Banqueting
   d. Pool bar/restaurant

33. A guest's first impression of an establishment occurs:
a. When ordering the food
b. After greeting and seating
c. At the first contact
d. After they have tasted the food

34. Some of the main skills and qualities required for any operator are:
   a. Good personal presentation
   b. Flexibility in meeting customers’ needs
   c. Ability to sell products and services
   d. All of the above

35. Table service is:
   a. Ordering, receipt of order and payment at the same time
   b. Service from a buffet
   c. Service at a laid table. Includes silver service or plated service
   d. None of the above

PART B  
(3 questions x 5% = 15%)
Short answer questions (the percentage of each question is provided next to the question)
Answer ANY 3 questions
1. Name the five meal experience factors (5 marks)
2. Name the 11 stages of the food and beverage service (5 marks)
3. What are the two main types of menus from which others are created and what are their main characteristics? (5 marks)
4. When using sales analysis for menu items, what two key factors are calculated for the menu engineering matrix. (5 marks)

PART C  
(5 questions x 10% = 50%)
Medium answer questions (the percentage of each question is provided next to the question)
Answer ALL 5 questions
1. Construct the food and beverage department organisational chart of a hotel or any tourism and hospitality business (10 marks).
2. Using the organisational chart from question 1, explain the job specifications and responsibilities for each position within the food and beverage department (10 marks).
3. What is HACCP? Describe one procedure of it (10 marks).
4. Describe each category of the menu engineering matrix (10 marks).
5. The cook-chill and cook-freeze systems have a variety of benefits. Give three benefits for the food operations and three benefits for the customer (10 marks).
Assignment Topic:

Cyprus Religious Routes – www.visitcyprus.com

Cyprus’s religious roots are both sacred and humbling, as evidenced by the impressive number of monuments of religious devotion that tell the story of the island’s path to Christianity and its deep faith, from inception to the present day. It is no coincidence that Cyprus, the island of beauty, where according to Greek myth the goddess Aphrodite was born, was chosen as the first place to receive the great message of the new faith on the advent of Christianity.

The island became the gateway through which the message of the Gospels spread throughout the length and breadth of the Ecumene. The first mission of the apostles Paul and Barnabas (the latter of Cypriot descent) occurred here in accordance with the will and wish of God: “...being sent forth by the Holy Ghost, departed unto Seleucia; and from thence they sailed to Cyprus” (Acts 12, 4).

This divine ‘choice’ - at the same time an ornament and endowment for the country - is expressed through the many monuments dedicated to prayer and devotion, but also through the plethora of holy men connected with the saintly island, thus endowing it with the expression ‘Cyprus the island of saints’.

Through their unique structures; the biblical stories told in ancient icons and frescos; rich Ecclesiastical museums, and a Byzantine treasure trove of 10 painted mountain churches so religiously priceless that they are part of the UNESCO World Heritage List.

Your role: Guest Relations Officer

Background:

As a Guest Relations Officer, you must create an itinerary for a religious interest holiday for a group of tourists.

An itinerary of the below elements must be prepared with a descriptive report of 2000 words:

Section 1 (30 marks):
Explain the difference and importance of religious tourism compared to traditional tourism.
Section 2 (10 marks):
Describe the participant’s demographics (including nationality, education and religion)

Section 3 (40 marks):
• State what activities will be included in the itinerary and the accommodation needs based on your hotel establishment and the facilities available.
• Describe any special travel arrangements, special facilities and/or services needed.
• Select alternative activities for specific members of the group that could have different requirements in terms of mobility or health.

Section 4 (20 marks):
Recommend other attractions that might not feature on the main national religious routes map.

Learning Outcomes Assessed:
• Compare and contrast mass tourism and special interest tourism
• Evaluate special interest tourism in the local context
• Describe the evolution of tourism contemporary trends
• Critically assess the resources needed to develop special interest tourism products

General Guidelines
• The paper must be typed on a computer and comply with the following technical requirements:
  Font: Arial, font size 12 and a line spacing of 1.5
  Word count: The length of the assignment should not exceed 2000 words
  If the students exceed the word count, the essay will not be sent to grading
  Footnotes should be included in the word count of the main text.
  Not included in this count: the front page (with name and title etc.), references (bibliography)
• Structure: the paper should be as good as possible: well organized in titles (and subtitles/footnotes if necessary) and references
• Use the Harvard Style of referencing to cite information sources
  https://www.mendeley.com/guides/harvard-citation-guide
Learning Outcomes Assessed:

- Describe the operational functions of the front office
- Explain the important role front office operations holds in the successful running of a hotel
- Identify the communication channels from the front office to other hotel departments

Test Instructions/ Information

- Points per question are stated at the end of each question.
- Answer all questions in English. Any words that cannot be read will not be given credit, regardless of the actual content.
- This test is made up of:

  Part A – Multiple Choice Questions which worth 25% of the total marks.
  Part B - 4 Short-Medium answer questions, which worth 75% of the total marks.
Part A – Multiple Choice Questions  (5 questions X 5% each = 25%)
Circle the correct answer or answers (more than one answer may be correct)

1. Supervising front office employees include(s) which of the following?
   a. Accurate forecasting of room sales
   b. Scheduling employees
   c. Employee motivation and understanding group personalities
   d. Training employees
   e. All of the above

2. The duties of the Room Division Manager are:
   a. Responsible for the supervision of employees engaged in the operation of the front area of the hotel
   b. Create plans to maximize the average daily rate and percentage of occupancy
   c. Handle customer complaints and suggestions
   d. All the above
   e. A and B

3. If a hotel sells 300 rooms in one night and has 400 rooms available to sell, and attracts 600 guests for that night, the single occupancy for that night is?
   a. 75%
   b. 100%
   c. 50%
   d. 35%

4. The night audit is prepared on a __________ basis.
   a. daily
   b. weekly
   c. bi-weekly
   d. monthly

5. When the guest comes in contact with a hotel service it is referred to as which of the following?
   a. disaster
   b. moment of truth
   c. employee buy in concept
   d. a challenge
   e. none of the above

Part B - Short-Medium answer questions (the percentage of each question is provided next to the question)

Answer ALL 7 questions (Total marks = 75%)

1. What are the front office functions? Describe each function (10 points)

2. What are the duties of the Front Office Manager? (10 points)
3. What are the four stages of the guest cycle? (5 points)

4. Explain the guest check-in procedure in a hotel. (10 points)

5. Explain the guest checkout procedure in a hotel. (10 points)

6. Name the four reports that are produced by the PMS and name the other hotel departments that these reports are communicated to (10 points)

7. Name the six other hotel departments that the Front Office communicate with and why is this important to the smooth running of a hotel (20 marks)
Learning Outcomes Assessed:

- Explain how effective housekeeping contributes to the overall success of a hotel
- Assess the contribution of the Housekeeping Department to providing effective accommodation services
- Explain the functions and procedures in the housekeeping department of a hotel and their daily routine
- Create a guest room cleaning check list utilising the appropriate equipment

Test Instructions/ Information

- Points per question are stated at the end of each question.
- Answer all questions in English. Any words that cannot be read will not be given credit, regardless of the actual content.
- This test is made up of:
  Part A – Multiple Choice Questions which worth 40% of the total marks.
  Part B - 4 Short-Medium answer questions, which worth 60% of the total marks.
Part A – Multiple Choice Questions  
(8 questions X 2% each = 16%)

Circle the correct answer or answers (more than one answer may be correct)

1. Housekeeping’s cleaning responsibilities are typically determined by:
   a. The general manager.
   b. The executive housekeeper.
   c. The rooms division director.
   d. The manager of operations

2. Why does a housekeeping manager need to understand the procedures of guestroom cleaning?
   a. Housekeeping managers typically are responsible for cleaning guestrooms.
   b. Housekeeping managers can’t set up inventories unless they know how to clean guestrooms.
   c. Knowledgeable managers are better equipped to resolve problems.
   d. It isn’t necessary for a housekeeping manager to understand guestroom cleaning.

3. Final responsibility for the cleanliness and overall appearance of banquet and meeting rooms usually rests with:
   a. The general manager.
   b. The convention services staff.
   c. The banquet staff.
   d. The housekeeping staff

4. An inventory is a list of:
   a. receipts for goods in a store
   b. items in general use in a hotel room
   c. lost property held by the housekeeper
   d. wines available in the restaurant

5. The housekeeper’s report in a hotel should be completed no later than:
   a. 1:00 p.m.
   b. 2:30 p.m.
   c. 3:00 p.m.
   d. 4:30 p.m.
   e. None of the above responses are correct.

6. The night clerk’s report is:
   a. a report which tells the night clerk which rooms are available to rent each night.
   b. a summary of hotel occupancy as of 12:00 a.m., midnight, each night.
   c. a report to engineering of out-of-order rooms the previous night.
   d. an early morning report of rooms status indicating which rooms will require service during the upcoming day.
   e. None of the above responses are correct.

7. Regarding the subject of rooms’ management, a re-check is:
   a. a look to see if the guest has checked in.
   b. an inspection appraisal of project work.
c. a second look at equipment repaired by the maintenance department.
d. a term applied to an unresolved room status.
e. None of the above responses are correct.

8. An evening event whereby selected guest rooms are set up for sleeping is called
   a: 
   a. let down.
   b. turn up.
   c. turn down.
   d. let up.
   e. up down.

Part B - Short-Medium answer questions (the percentage of each question is provided next to the question)

Answer ALL 7 questions (Total marks = 84%)

1. Explain how effective housekeeping contributes to the overall success of a hotel in providing effective accommodation services (12 marks)

2. Draw an organisational chart outlining the housekeeping department, operational staffing structure for a large hotel. (12 marks)

3. Explain the functions and procedures in the housekeeping department of a hotel and their daily routine (12 points)

4. Create a guest room cleaning list and include the appropriate equipment (12 points)

5. How is the Productivity standard calculated if the Performance Standard for cleaning a room is 27 minutes? (12 points)

6. a) Name the three categories of housekeeping fixed assets and give two examples for each category (6 points)
   b) Name the four categories of housekeeping operating assets and give two examples for each category (6 points)

7. a) Identify the other hotel departments that the housekeeping department communicates with (6 points)
   b) Give one good or bad example of how inter-departmental communication can affect the guest experience (6 points)
Assignment Details

Your Hotel Manager has decided to review the customer service level in your hotel.

As the hotel’s Guest Relations Manager, you need to improve your department and prepare your team in order to handle guests in an appropriate way.

Assignment Guidelines

- Review the aspects of guest service and advise your team on what they can do to deliver excellent guest service.
- Analyse the levels of guest expectations and explain why expectations differ between guests and hotel establishments.
- Your team asks for your view on this statement: “The guest is always right”. Explain your viewpoint and provide support for your answer.
- Coach your team in dealing with angry guests. Go through the phases of anger in order to provide five tips for your team in dealing with those situations.
- What are the benefits of relationship marketing? Do they have positive impact for both parties (guests & hotel)? Explain your answer in detail.

Learning Outcomes Assessed

- Use techniques for dealing with diverse customer behavior styles
- Demonstrate effective problem solving in guest relations
- Explain customer service policies
- Apply methods to exceed customer expectations

Technical Requirements

- Assignment Length: 2000 words excluding references

N.B.: Students need to include the total number of words (excluding references) in the cover page of their assessment along with the course title and course code.

- Font and size: Arial, 12
- Double line spacing
- Reference list based on Harvard System
  https://www.mendeley.com/guides/harvard-citation-guide
Assignment Grading Criteria

Presentation & Clarity 20%
Attention to Purpose of the Assignment 20%
Critical Analysis 20%
Writing Skills 20%
Conclusions 10%
Referencing 10%
Learning Outcomes Assessed:

- Identify fundamental supervisory responsibilities.
- Demonstrate how to communicate effectively in the workplace.
- Describe issues supervisors should be aware of as they assume the role of team leader.
- Explain how supervisors can increase employee participation in department activities.

Test Instructions/ Information

- Points per question are stated at the end of each question.
- Answer all questions in English. Any words that cannot be read will not be given credit, regardless of the actual content.
- This test is made up of:
  - Part A – Medium answer questions, which worth 70% of the total marks.
  - Part B - Multiple Choice Questions which worth 30% of the total marks.
Part A - Medium answer questions (the percentage of each question is provided next to the question)

Answer ALL 6 questions (Total marks = 70%)

1. Explain the difference between active and passive listening. Provide examples of passive and active listening. At what times might passive listening be preferred to active listening and vice versa? (10 marks)

2. Explain why a supervisor who is given responsibility to accomplish tasks and meet goals must also be given authority to do so. Provide examples when this concept can be both successfully and unsuccessfully applied. (20 marks)

3. Assume you have just given an employee a written warning for coming to work late. This is the third time this month that the employee has violated the policy. How long do you feel the written warning should remain in the employee’s file? What factors do you base your decision on? If you choose to remove the written warning from the file at some point in the future, will there be any record of the incident at all? If so, where? (10 marks)

4. Describe two situations that may happen in a hotel when the management decides that the coaching style is the best leadership style to use. Describe a situation where this leadership style might be least effective and explain why? (10 marks)

5. Compare and contrast the traits and behaviours of an effective team leader with those of an ineffective leader. How do their personality traits and behaviours differ? (10 marks)

6. Why must hospitality supervisors be able to differentiate between an employee’s current performance and their potential performance? Provide examples of how supervisors can handle this task well and badly. (10 marks)

Part B – Multiple Choice Questions (15 questions X 2% each = 30%)

Circle the correct answer or answers (more than one answer may be correct)

1. Management-by-walking-around (MBWA) is a formal, written communication system that has been in place at several hotel corporations.
   A. True B. False
2. Formal communication systems are always preferred to informal communication systems because otherwise, employees will not pay attention to the information being sent.
A. True B. False

3. In organizations with open door policies, employees are sometimes reluctant to take a problem to their manager or to their head of department.
A. True B. False

4. Downward communication is normally initiated by employees who are lower in the organization’s hierarchy.
A. True B. False

5. Which of the following is not a key benefit of verbal communication?
A. It works well when the message is complex.
B. It works well because it can deliver large amounts of information with speed and ease.
C. It works well because of the added benefit of tone of voice.
D. It works well because of the added benefit of body language.

6. Differences in background is a common obstacle to effective communication because of all of the following except:
A. Individuals may not share the same education levels.
B. Individuals may not share the same emotions.
C. Individuals may not share the same past experiences.
D. Individuals may not share the same level of intelligence.

7. Active listening techniques involve all the following except:
A. Empathy
B. Acceptance
C. Intensity
D. Emotion

8. Positive feedback seeks to accomplish which of the following?
A. Ignore employee morale
B. Reinforce negative stereotypes
C. Reinforce positive behaviour or actions
D. All of the above

9. Which of the following is not a guideline for providing effective feedback?
A. Always wait a few days before delivering negative feedback so as to keep your emotions in check.
B. Focus on specific behaviour whether your feedback is positive or negative.
C. Feedback should either seek to change or reinforce actions and behaviour.
D. Negative feedback regarding something over which the employee has no control should not be given.
10. Managers cannot motivate employees; only employees can motivate themselves.
   A. True B. False

11. Early motivational theories focused on charismatic leaders to determine which traits would best define motivational leadership.
   A. True B. False

12. Theory Y model of leadership suggests that people actually like to work and that they derive satisfaction from their jobs under the proper conditions.
   A. True B. False

13. Which style of leadership would be best when training inexperienced kitchen employees on the proper method for operating a deep fryer?
   A. Autocratic style
   B. Bureaucratic style
   C. Democratic style

14. Which of Maslow’s five needs defines the employee’s need to feel like he is an integral part of the company?
   A. Physiological needs
   B. Safety and security needs
   C. Social or belonging needs
   D. Esteem needs

15. The Human Relations Model of employee motivation focuses primarily on
   A. Employee wages
   B. Employee social relations
   C. Leadership personality traits
   D. Leadership behavioral traits
Midterm Test

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<th>Food &amp; Beverage Cost Control</th>
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Learning Outcomes Assessed:
- Analyse the Income (Profit and Loss) Statement & Budgets
- Apply forecasting for food & beverage sales
- Explain production standards and its management
- Formulate cost of food and beverage sales and apply controls to reduce the costs

Test Instructions/ Information
- Marks per question are stated at the end of each question.
- Answer all questions in English. Any words that cannot be read will not be given credit, regardless of the actual content.
- This test is made up of:
  - Part A – Multiple Choice Questions which worth 25% of the total marks.
  - Part B - 5 Short answer questions, which worth 25% of the total marks.
  - Part C – 5 Medium answer questions, which worth 50% of the total marks.
Part A – Multiple Choice Questions (5 questions X 2% each = 10%)

Circle the correct answer

1. An operation’s expenses are the
   a. number of guests it serves.
   b. sales dollars generated by the business.
   c. dollars that remain after all costs have been paid.
   d. costs of the items required to operate the business.

2. Complete the formula: Revenue - Desired Profit =
   a. Food Cost
   b. Cost of Sales
   c. Ideal Expense
   d. Other Expense

3. The Popularity Index of a menu item is equal to the
   a. Total number of a specific menu item sold (+) Total number of all menu items sold.
   b. Total number of all menu items sold (+) Total number of a specific menu item sold.
   c. Total number of a specific menu item sold (x) Total number of all menu items sold.
   d. Total number of all menu items sold (x) Total number of a specific menu item sold.

4. What is the formula managers use to compute food cost percentage?
   a. Cost of Food Sold (x) Food Sales = Food Cost %
   b. Cost of Food Sold (+) Food Sales = Food Cost %
   c. Food Sales (-) Cost of Food Sold = Food Cost %
   d. Food Sales (+) Cost of Food Sold = Food Cost %

5. The Cost of Food Sold formula is
   a. Beginning Inventory (-) Purchases = Cost of Food Consumed.
   b. Beginning Inventory (+) Purchases = Cost of Food Consumed.
   c. Beginning Inventory (-) Purchases = Food Available for Sale.
   d. Beginning Inventory (+) Purchases = Food Available for Sale.

Part B - Short answer questions (the marks for each question is provided next to the question)

Answer ALL 5 questions (Total marks = 20%)

1. What is the formula for calculating profit? (4 marks)
2. What is the formula for calculating the percentage (%) of expense? (4 marks)
3. What is the formula for calculating the percentage (%) of profit? (4 marks)
4. What is the formula for calculating the percentage (%) of desired profit? (4 marks)
5. What is the formula for calculating the averages sales per guest? (4 marks)
Part C - Medium answer questions (the marks for each question is provided next to the question)

Answer ALL 7 questions (Total marks = 70%)

1. List and describe the four major foodservice expense categories. (10 marks)

2. Below is a simplified income statement for The Noodle Doodle House is shown below:

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<td>Food &amp; Beverage Cost</td>
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<tr>
<td>Labour Cost</td>
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<td></td>
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<td>Other Expenses</td>
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<tr>
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</tbody>
</table>

Answer the next 5 questions using the above income statement (each question is 2 marks each = total 10 marks)

What were the total expenses of The Noodle Doodle House? (2 marks)
   a. €600,000   b. €650,000   c. €700,000   d. €750,000

What was the profit amount achieved by The Noodle Doodle House? (2 marks)
   a) €50,000   b) €75,000   c) €100,000   d) €125,000

What was the profit percentage achieved by The Noodle Doodle House? (2 marks)
   a) 6.25%   b) 12.50%   c) 37.50%   d) 50.25%

If the desired profit for The Noodle Doodle House was 15%, what amount of profit should it have made on €800,000 revenue? (2 marks)
   a. €100,000   b. €120,000   c. €140,000   d. €160,000

What was the food and beverage cost percentage achieved by The Noodle Doodle House? (2 marks)
   a. 22.9%   b. 27.5%   c. 37.5%   d. 42.9%

3. Determine five advantages that are involved with developing and using sales forecasts. (10 marks)

4. When purchasing items what questions must first be determined? (10 points)

5. Name ten pieces of information a purchase order should contain (10 marks)
6. List and explain the four most important features of receiving inventory. (10 points)

7. List the six actions managers can take to reduce overall product cost percentage. (10 marks)
Assignment Topic:

Your role: Event Planner

Background:

Your hotel has decided to stay open all year round based on the latest Cyprus National Tourism Strategy:

Opportunities for revenue growth Cyprus has been experiencing a strong growth in tourist arrivals, increasing its financial performance. Growth relates not only to arrivals and overnight stays, but especially to expenditure. Internally, there is room for more upgraded and diversified products and destinations, with more activity in the winter seasons. With added revenue and activity in the winter seasons, productivity will naturally improve.

Significant opportunities for targeting new markets and improving the CVP Cyprus is still relatively unknown in many markets. Tour operators and travel agencies in sometimes desperate search of new destinations – especially with the current political crises in various formerly strong destinations – give it a lot of room to grow. By focusing on other markets, not only on the UK and Russia, the CVP will be strengthened as it will be less reliant on merely two markets.

International trade and airline interest in Cyprus Tour operator and airline interviews have clearly shown that there is a general interest in Cyprus across many markets. Cyprus is perceived as an attractive potential growth candidate.


Your task:

The Board of the Directors would like you to present a proposal for a winter event that will benefit the long-term relations with local and international collaborations.

Create a portfolio on how you would plan and execute the winter conference.

The portfolio should cover the areas specified below and should be submitted to the Board in a format that showcases your hotel’s professionalism with potential clients and organisations. When gathering the information, please include research on company websites and other relevant resources. Please do not call hotels to complete this proposal for you.
**Case Study Guidelines:**

Your portfolio should consist of the following information:

**Section 1 (10 marks):** General overview of your Hotel - When was it established? How many people work for the company, experience, skills, previous events organised etc.? Describe your hotel’s existing business clients.

**Section 2 (20 marks):**
- The type of event - association, corporation or government meeting? Explain your answer.
- Your marketing strategy that you will use and why? You have different groups of people coming. Which marketing strategy will you use for which group?

**Section 3 (30 marks):**
- Accommodation selection – Do you have enough available rooms? What do the guests want? Wi-Fi etc.
- Conference venue selection and setups - Have a few options. Explain why you chose the specific venue. Are they fully equipped? Is it big enough? What facilities are available and what is included in the conference packages?
- Describe how you will incorporate technology into the conference. Social media and the promotion of the event.

**Section 4 (15 marks):** Food and beverages - What are you going to give the people to eat? Menu selections for Breakfast, Lunch, Dinner. Special dietary needs etc. (No box lunches please. This is an international or local conference).

**Section 5 (25 marks):** The budget for the conference - Fixed cost and variable costs, sponsors etc.

**Technical Requirements:**
- Assignment Length: 2500 words excluding references
- Your portfolio must consist of the following:
  1. Cover page
  2. Table of contents (Include all aspects in detail)
  3. One example of marketing material you will use to market the event
- Font and size: Arial, 12
- Double line spacing

**Learning outcomes assessed:**
- Identify the different type of events and sectors of the event industry
- Demonstrate the essential business administration skills needed for successful event management
- Plan different types of events incorporating risk management, staffing, financial planning, rooms set up and food & beverage planning.
- Assess best practices for marketing, promoting and selling event venues and services
Learning Outcomes Assessed:

- Explain the significance of the communication process in organisations
- Use the four approaches that managers can use when leading others
- Use the three strategies for effective group problem solving

Test Instructions/ Information

- Answer all questions in English. Any words that cannot be read will not be given credit, regardless of the actual content.
- This test is made up of:
  - Part A – 5 Medium answer questions, which are worth 85% of the total marks.
  - Part B - Multiple Choice Questions which are worth 15% of the total marks.
PART A

Answer ANY five (5) of the following questions (5 x 17% = 85%)

1) Describe how one of the sciences that contributes to organisational behaviour could be used in EBM in a hotel environment. Define the science, some of the science's contributions to OB, and describe a workplace example of how it could be used in EBM.

2) How have the fields of psychology and sociology contributed to our understanding of organisational behaviour?

3) Why is it important to complement intuition with systematic study in our attempt to understand organisational behaviour within a hotel?

4) Describe the three essential management skills that differentiate effective hotel managers from ineffective ones. Provide a workplace example to illustrate how these skills could be used.

5) Define and provide a hotel workplace example for each of the four management functions.

6) What is organisational behaviour (OB)?

7) What is the importance of interpersonal skills in the hospitality industry?

8) How is Business Strategy connected to Organisational Behaviour?

9) Explain Organisations as Open Systems

PART B

Multiple Choice Questions.

Answer ALL of the following questions (15 x 1% = 15%)

1. Individual who achieve the goal through other people is/are
   a. Individual
   b. Group
   c. Manager
   d. All of these

2. Management skill is associated with
   a. Technical Skill
   b. Human Skill
   c. Conceptual Skill
   d. All of these
3. A field of study investigates the impact that individual, group and structure have on behaviour within organisations is known as
   a. Organisation Change
   b. Organisation Behaviour
   c. Organisation Stress
   d. All of these

4. The theory of classical conditioning was given by
   a. Ivan Pavlov
   b. Ellon Mayo
   c. R. P Quion
   d. None of these

5. The theory of classical conditioning grew out of experiment conducted on
   a. Cats
   b. Dogs
   c. Rats
   d. None of these

6. OB focuses mainly on how to … ?
   a. Improve productivity
   b. Reduced turn over
   c. Both a and b
   d. None of these

7. “People can learn through observation direct experience” it comes under
   a. Operand Conditioning
   b. Classical Conditioning
   c. Social learning
   d. None of these

8. The managerial function of guiding overseeing and leading people is:
   a. Planning
   b. Motivating
   c. Directing
   d. Coordinating

9. Total quality management is a ------------ oriented function
   a. People
   b. Quality
   c. Production
   d. None of these

10. A field of study that investigates the impact of individuals, groups, and structure on behaviour within organisations is known as
11. A consciously coordinated social unit composed of a group of people that function on a relatively continuous basis to achieve a common set of goals is known as a(n)  
   a. work group.  
   b. team.  
   c. organisation.  
   d. society.  

12. Which of the following topics is generally outside the field of OB?  
   a. therapy  
   b. absenteeism  
   c. employment turnover  
   d. job satisfaction  

13. What are the three inputs to processes that OB is concerned with?  
   a. experience, goals and configuration  
   b. individual, group, and organisational structure  
   c. structure, social units and teams  
   d. interpersonal, personal and group  

14. As employers attempt to retain high performance employees, what factors in employee-manager relationships become important?  
   a. supportive dialogue, proactive discussions and high wages  
   b. high stress workplace, supportive dialogue and proactive discussions  
   c. lower stress workplace, proactive discussions and supportive dialogue  
   d. high wages, high stress workplace and proactive discussions  

15. Emma is using a spreadsheet to measure each employee's efficiency and effectiveness. This is known as the employee's...  
   a. performance.  
   b. productivity.  
   c. diversity.  
   d. ethics.
Learning Outcomes Assessed

- Provide an analysis of the hotel sales and marketing department by looking at the importance of increasing revenue through special market segment, planning, service/product design and advertisement.
- Evaluate the marketing theories and concepts within the context of management and operations of hospitality organisations.

Test Instructions/Information

- Answer all questions in English. Any words that cannot be read will not be given credit, regardless of the actual content.
- This test is made up of:
  - Part A – Multiple Choice Questions which are worth 40% of the total marks.
  - Part B - Short-medium answer questions, which are worth 60% of the total marks.
PART A

Please answer ALL of the Multiple-Choice Questions  (20 x 2% each = 40%)

1. If you manage a 200-room hotel, and only sell 150 rooms tonight, you can't stockpile the extra 50 rooms to sell tomorrow. This is a problem with the ________________ of services.
   A) inseparability  B) perishability  C) variability  D) intangibility

2. Which of the following is NOT a link in the service-product chain?
   A) greater service value  B) satisfied and productive service employees  C) increasingly intangible services  D) healthy service profits and growth

3. Which of the following statements is FALSE?
   A) CRM combines marketing, business strategy and information technology to better understand customers.
   B) One goal of CRM is to make switching costs high.
   C) CRM calls for developing unique and lasting relationships with customers.
   D) The use of CRM in the hospitality industry appears to be strong.

4. Studies have shown the best way to deal with service failure is to:
   A) give the unhappy customer timely information regarding the failure
   B) refund the customer's money whenever a failure occurs.
   C) replace the unhappy customer with a happier one
   D) ignore the failure in the hopes the customer will forget about it

5. E-commerce is ______________
   A) Financial budgeting for promotional plans
   B) Using the internet to manage production
   C) the buying and selling of products or services over electronic systems such as the Internet
   D) using computers to promote to consumers

6. If a hotel supply business considers where the consumers are and who they are before selecting a channel of distribution, the business is considering the ________________ factor
   A) Market  B) Promotion  C) Sales  D) Human
7. A company's microenvironment consists of all of the following except:
A) marketing intermediaries.  B) competitors.  C) suppliers.  D) publics.

8. A company's macro environment consists of all of the following except:
A) competitors  B) technological environment  C) demographics  D) customers

9. _______ is to evaluate each segment's attractiveness and select one or more of the market segments.
A) Market segmentation  B) Market targeting  C) Market positioning  D) Market evaluation

10. ________ gives buyers a too narrow picture of the company.
A) Under positioning  B) Over positioning  C) Confused positioning  D) Narrowed positioning

11. All of the following are internal factors influencing pricing decisions except:
A) Marketing objectives  B) Costs  C) Competition  D) Marketing mix strategy

12. How can you make sure that none of your social media platforms are neglected?
A) Post on a different platform every day of the week  B) Use a content calendar to schedule posts on each platform  C) Focus on only the platforms that you prefer  D) Assign a different person to manage each platform

13. After you've successfully "sold" your idea to an audience, your next step is to
A) help your audience feel good about their decision  B) appeal to your audience’s specific needs  C) conduct research on your idea’s benefits  D) aim yourself with responses to objections

14. A business’s sales may be strong, but that doesn’t mean it’s making as much money as it would like. In this situation, managers may analyse financial information to determine how to
A) make purchases  B) create a budget  C) enter into contracts  D) boost profitability

15. Last year's quarterly sales for Mountain High Ski Resort were as follows: 1st Quarter: $652,276; 2nd Quarter: $947,550; 3rd Quarter: $423,835; 4th Quarter: $345,766. What does the data reveal about the resort's sales?
A) The fourth quarter's sales indicate that the resort is experiencing financial problems.  B) The resort's peak season occurred during the second quarter.  C) The resort failed to meet its annual sales objectives.  D) The combined first and third quarter revenues are over half of the resort's annual sales.
16. Which of the following is an example of a sales promotion that hotels often use to attract customers?
A) Public relations campaign  B) Local newspaper advertisement  C) Weekend discount package  D) Cable television commercial

17. One of the reasons why a chain of hotels might analyse and interpret the marketing information contained in databases is to
A) survey guests  B) compare variables  C) tabulate findings  D) organise products

18. Which of the following is a characteristic of the travel and tourism industry:
A) Organizes activities in a local community  B) Provides overnight accommodations  C) Arranges for meals for international travellers  D) Transports people to destinations away from home

19. The communication of information about goods, services, images, and/or ideas defines

20. A current trend in the hospitality industry is to build loyal customer relationships and enhance service levels by optimizing the use of
A) independent travel agents.  B) satellite roving devices.  C) Internet web sites.  D) service rating advisors.

PART B
Please answer ANY THREE (3) questions with short – medium answers
(3 questions X 20% each = 60%).

1) Sales teams can significantly increase a hotel’s business if managed correctly. Describe the five classifications of sales positions, and explain how each of them can use upselling particularly to improve revenue and profitability.

2) It is very important to understand the process a customer goes through before deciding to make a purchase. When booking a holiday, they will have gone through distinct steps called the “Customer Decision Making Process”. Explain the five steps they go through, with an explanation of the term as well as an example.

3) Advertising tourism products will follow six distinct steps to develop an effective campaign.
   a. Explain each of the six steps, using an all-inclusive resort as an example. (10 marks)
   b. Recommend two different methods of advertising the resort could employ. (10 marks)
4) Segmenting the market is an essential stage when designing a campaign. Explain each of the terms below and how marketing managers use the following techniques:
   a. Demographic segmentation (5 marks)
   b. Geographic segmentation (5 marks)
   c. Psychographic segmentation (5 marks)
   d. Behavioural segmentation (5 marks)

5) Customers may choose one hotel rather than another simply because of the quality of their website.
   a. Explain why internet marketing has become so widely used by hotels. (10 marks)
   b. Give four benefits of doing so. (10 marks)
Пожалуйста, ответьте на все вопросы

1. Прочитайте диалог, выберите правильный вариант. 7

Катя: Вот фотография. Это наша семья. Это мой папа, Николай. Он повар.
Друг (Антон): Где он ______________ (работать)?
Катя: Он работает в отеле. А вот ______ (мой) мама, Анна. Она работает в больнице. Она врач. Ты знаешь, что она врач?
Друг (Антон): Да, ____________(знать). А это кто?
Катя: Это мой брат. Его зовут Юра.
Друг (Антон): Он работает?
Катя: Он не работает, он студент.
Друг (Антон): А это кто?
Катя: Это моя подруга. Её зовут Ира. Она актриса. Она играет в театре.
Друг (Антон): Очень хорошо.

А | Кто не работает? | 1 | Антон 
   |                   | 2 | Мама 
   |                   | 3 | Юра 

Б | Кто Ира? | 1 | Врач 
   |        | 2 | Актриса 
   |        | 3 | Студент 

В | Катя играет в театре? | 1 | Да 
   |                  | 2 | Нет 

Г | Друг (Антон) знает что Анна врач? | 1 | Да 
   |                  | 2 | Нет
2. Вставьте пропущенные буквы (в, о, у, з, б, с, ж, г, ы). 10
Холдно, клу..., подру..., а, горо..., а...тобус, ...емья, р...ба, с...мка, ...ена, расска...

3. Выберите правильный ответ. 5

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4. Поставьте правильно вопрос Чьи, Чей, Чья, Чьё, 4

_________ это велосипед? Это наш велосипед

_________ это книга? Это наша книга.

_________ это письмо? Это твоё письмо.

_________ это книги? Это их книги.

5. Перепишите слова и поставьте в них ударение по следующим моделям. 12
собака, страна, молоко, студент, лук, аптека, адрес, спасибо, где, извините, завтра, карандаш

_′_ _′_ _′_ _′_ _′_ _′_ _′_ _′_ _′_ _′_ _′_ _′_
6. Соедините числительные прописью с числом. 4

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7. Запишите слова в таблицу. 16

Журнал, музей, окно, книги, газета, яблоко, вода, врач, аудитория, студенты, кино, очки, сестра, молоко, стол, часы.

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8. Поставьте вместо точек глагол повторять в нужной форме. 6

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<td>6.</td>
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9. Напишите окончания существительных во множественном числе.

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ВЫПУСКНОЙ ЭКЗАМЕН

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<tr>
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<tr>
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Пожалуйста, ответьте на все вопросы

1. Прочитайте текст, поставьте слова в скобках в нужном падеже и заполните пропуски.
27

Это Олег Николаев. Он – журналист. Олег живет ___ _____________________ (Москва) и работает ___ _____________________ (журнал «Столица»). Он делает фотографии и пишет _____________________________ (интересные статьи). Он хорошо знает Москву, потому что давно живет здесь. Но его родной город – ____________________________ (Петербург). Там сейчас ____________________________ (жить) его семья. Раньше Олег тоже жил в Петербурге и учился в Петербургском университете.

Когда в Москве был Всемирный фестиваль молодежи, Олег работал ___ ___________ ____________________ (этот фестиваль). Он много видел, много фотографировал. В центре Москвы он фотографировал ____________________________ (молодой человек) и ____________________________ _____________ (симпатичная девушка). На фестивале он встретил ____________________________ _____________ (испанская девушка Бонита). Она студентка ___ _____________________ (Испания). Они много разговаривали, гуляли, _____________________________ (танцевать). Сейчас Бонита – его жена. Он очень любит ________________ (она), а она любит его. У ____________________________ (меня) есть одна ____________________ (дочь) и собака.

А. Где познакомились Олег и Бонита?
1 В Петербурге
2 В Москве
3 В Испании

Б. Откуда Бонита?
1 Москва
2 Петербург
3 Испания
Г | Олег родился в Петербурге? | 1 Да | 2 Нет

2. Приглашение на визу в Россию. Заполните анкету. 9

АНКЕТА

Пол: Муж / Жен: _____________________________________________
Фамилия: ____________________________________________________
Имя: ________________________________________________________
Дата рождения: ______________________________________________
Место рождения: ______________________________________________
Номер паспорта_______________________________________________
Адрес: _______________________________________________________
Профессия: _________________________________________________
Телефон: ____________________________________________________

3. Чтение. Прочитайте тексты и выполните задания.

Дорогая Инна,
Привет из России. Я сейчас в Петербурге. Петербург очень большой город. Он красивый, но шумный. Здесь есть школы, университеты, музеи, театры, большие заводы и фабрики. Главные достопримечательности Петербурга - Дворцовая площадь и Эрмитаж. Я учуся в университете. Это очень хороший университет. Наша группа не очень большая. Здесь учатся студенты из Англии, Италии, Китая. Все студенты в группе очень симпатичные. Я живу в квартире. Это очень маленькая, но новая и красивая квартира. Рядом есть большой супермаркет. Я думаю, что Россия очень красивая страна и Петербург фантастический город.
Пока, Олег.

Выберите правильный вариант. 5

1. Олег сейчас в ____________.
А) России   Б) Греции   В) Англии

2. Он живет в ____________.
А) Ларнаке   Б) Москве   В) Петербурге

3. Петербург большой и ____________ город.
А) красивый   Б) новый   В) тихий

4. Олег ____________ в университете.
   А) гуляет   Б) учится   В) читает

5. Его квартира ____________.
   А) небольшая   Б) большая   В) старая

4. Составьте правильно предложения. 22

1) Интересный, сегодня, они, фильм, смотреть, будут.

2) Читает, газету, любимый, мой, каждый, дедушка, день

3) Домашнее, делает, Александра, и, задание, пишет, читает, упражнения, текст.

5. Вставьте вместо точек подходящий глагол движения в правильной форме: (идти, ходить, пойти, поехать). 8

- Вы знаете, в театре ____________________ очень интересный спектакль. Вы уже ____________________ на этот спектакль?
- Да, я ____________________ в воскресенье. Мне очень понравилось.
- Вы часто______________________ в театр?
- Да, я люблю театр. А вы?
- Я тоже. И я хочу ____________________ на этот спектакль. Театр далеко от университета?
- Не очень. Я ____________________ …пешком минут 30. Но вы можете ____________________ на маршрутке, если не любите ……………….. пешком.

6. Вставьте глагол нужного вида. 8

7. Выберите правильный ответ. 4

<table>
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<tr>
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<th>Я купила подарок для (Елена).</th>
</tr>
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<td>4</td>
<td>Машу</td>
<td>Елене</td>
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</table>

8. Выберите правильный вариант. 10

1. Кто знает, ____ новый стадион?
   А) как Б) где В) что

2. Вы не знаете, _____ это книга?
   А) чья Б) чей В) чьё

3. Скажите пожалуйста как ________ имя?
   А) ваше Б) ваша В) ваши

4. Мне нравится _______ телефон.
   А) эта Б) эти В) этот

5. Я неплохо говорю ________.
   А) английский язык Б) по-английски В) английский

6. Где находится ________ квартира?
   А) твоя Б) твой В) твои

7. Виктор очень хорошо знает ________.
   А) Москва Б) Москву В) Москве

8. ________ ты ждёшь? Ивана?
   А) Кто Б) Кого В) Где

9. Какая ____________ девушка!
   А) красивый Б) красивое В) красивая

10. Мой брат юрист. Он работает ______ офисе.
   А) в Б) на В) с