



The Entrance Interview

The interview is designed to examine the applicant's knowledge of and commitment to the International Hospitality Industry and the applicant's skills, competence and readiness to engage with post-graduate learning. Should the interview demonstrate that an applicant needs further development in a particular area prior to being admitted, EAHM will be happy to advise how this development can be achieved. In particular the interview will assess the following areas:

General Area	Typical Interview Questions
Propensity to engage with group work	<ul style="list-style-type: none"> - Can you tell about a time at work when you have worked alongside other people to achieve an unusual work objective? How would you describe your role within the team? - Were there any disagreements between team members and how were these addressed?
Commitment to the International Hospitality Industry	<ul style="list-style-type: none"> - What job do you think you would like to be doing five years after you have completed the Masters Programme? - Have you ever considered working in other professions and if so which ones? - Have you ever worked outside of the hospitality industry? What did you like or dislike about that job?
Programme Awareness	<ul style="list-style-type: none"> - What can you tell me about the structure of the Masters degree? Which of the modules interests you most and why? - What do you think the difference is between the Thesis and the Business Project?
Industry Knowledge	<ul style="list-style-type: none"> - What is your favourite hotel and why? - The hospitality industry is sometimes described as the world's largest industry – why do you think this is? - Do you have a particular company or organization that you would one day like to work for and why? - Can you explain the jobs in the industry that you have held to date, and tell me what they involved?
Service and People Orientation	<ul style="list-style-type: none"> - How would a good friend describe you? - What do you like to do in your free time?
Learning Styles	<ul style="list-style-type: none"> - What subjects did you most enjoy studying at university and why? - In your undergraduate degree did you complete a thesis or extended essay – what was it on – did you enjoy this form of study? - On a Masters degree there is quite a lot of independent study, how do you think you will cope with this – is there any technique or approach that you might use to help you and to motivate yourself with independent study?
Determination to Study	<ul style="list-style-type: none"> - If we had only one position left on the programme and five candidates had applied for this one position – why should we offer it to you? - If we had to tell you that the course is now full would you be prepared to wait 6 months before enrolling?

The Entrance Test

The entrance test is designed to ensure that all applicants who are accepted onto this programme possess the knowledge, skills and competences necessary to be effective and successful learners on this programme. Should the test demonstrate that an applicant needs further development in a particular discipline prior to being admitted EAHM will be happy to advise how this development can be achieved. For some students this will involve independent study and others may choose to take some of the undergraduate courses before taking the entrance test again. There is no limit to the number of times that this test may be attempted.

The interview will also address the following discipline areas and learning outcomes.

Discipline Area	Learning Outcomes
Financial Management	LO 1. Demonstrate satisfactory arithmetic and accounting skills. LO 2. Explain the purpose, principles and processes underpinning a Budgetary Control System. LO 3. Compute Operating, Cash and Master Budgets from given data. LO 4. Produce a basic analysis on variances between budgeted and actual operating financial performance from given data. LO 5. Predict the function and behaviour of costs in respect of calculating Break/Even and setting prices on a cost basis.
Human Resource Management	LO 1. Identify the role of the HR department and the internal and external influences in this department. LO 2. Formulate a recruitment and retention policy based on the strategic intent of a company. LO 3. Understand employee selection methods. LO 4. Comprehend how to evaluate performance. LO 5. Analyse training policies based on organisation needs. LO 6. Evaluate how personality types, work behaviours, and job performance monitoring can be used to inform employee development. LO 7. Comprehend the different sources of conflicts – grievance, discipline and dismissal. LO 8. Discuss the ways companies attempt to select, train, compensate and reintegrate expatriate managers.
Services Marketing	LO 1. Analyse issues related to services marketing in general; emphasizing the relationship marketing approach. LO 2. Examine the place and role of a marketing department and marketing activities within a service firm. LO 3. Investigate the changing services environment including the development of transactional and relationship marketing activities. LO 4. Discuss the different marketing tools and concepts that are frequently used in the marketing of services.
Economics	LO 1. Illustrate how different pieces of an economy are related to each other and to the tourism industry. LO 2. Appreciate the mechanisms which govern supply, demand and price determination. LO 3. Discuss the role and function of the banking system and the central bank and describe their effect on managerial decision making. LO 4. Explain the functioning of floating exchange rates and their impact on decision making.