

# POKHARA UNIVERSITY

Level: Bachelor

Semester: Spring

Year: 2025

Programme: BHM

Full Marks: 100

Course: Accommodation Operations I (New)

Pass Marks: 45

Time: 3 hrs.

*Candidates are required to answer in their own words as far as practicable. The figures in the margin indicate full marks.*

## Section "A"

### Very Short Answer Questions

Attempt all the questions. [10×2]

1. Define housekeeping.
2. Mention four attributes of housekeeping staffs.
3. List four types of beds.
4. List out cleaning agents used in hotel.
5. Define spring cleaning.
6. Define log book and lost and found.
7. List out cleaning agents used in hotel.
8. List out the safety precaution applied for the H/K staff.
9. What do you mean by suspicious guest?
10. How housekeeping care ceramic surface?

## Section "B"

### Descriptive Answer Questions

Attempt **any six** questions. [6×10]

11. Define h/k department. Write down the role of h/k department.
12. Sketch the layout of housekeeping department and explain its sections in brief.
13. Define room. Explain different types of room.
14. Describe about cleaning. Explain different types of cleaning method applied in hotel and list out points needed to be considered while selecting equipment.
15. How would you handle the following situations?
  - a. Dead guest
  - b. Theft guest.
16. Define control Desk. Explain different types of forms and formats used in h/k department. Also draw any 5 formats.
17. Define cleaning agent. Distinguish various types of cleaning agent used in hotel with proper classification.

Section “C”

**Case Analysis**

18. *Read the case situation given below and answer the questions that follow: [20]*

Hotel mount view is a 5 star property with 350 rooms, which is going to run its operation from January, 2026. Mrs. Rama Sherpa has been hired as Executive Housekeeper of the hotel. The management of Hotel mount view has asked Mrs. Rama Sherpa to design a proper organization chart in order to run housekeeping operation smoothly. Housekeeping department the department which is responsible for entire cleaning of hotel. Hotel want focus more on cleaning part of hotel The management is so much aware of the importance of the housekeeping department in the hotel and has asked Mrs. Sherpa to do necessary planning in a proper way. Moreover, the hotel is also aware of possible guest and employee theft and is also working on how to |minimizes possibility of such thefts in the hotel.

**Questions:**

- a. If you were Executive Housekeeper of Hotel mount view, how would you design organization chart of housekeeping department? Explain the reasons for including each job positions.
- b. In your view, how guest theft and employee theft can be minimized in hotel?

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## Section "A"

### Very Short Answer Questions

Attempt all the questions. [10×2]

1. Define valet.
2. Draw the layout of housekeeping department.
3. What are the three factors to be considered when setting par level for linen?
4. Explain about cleaning.
5. List the laundry equipment used in hotel industry.
6. Explain the term cleaning agent.
7. Define key. List out different types of key.
8. What is log book?
9. Define suspicious guest.
10. List out the attributes of housekeeping personal.

## Section "B"

### Descriptive Answer Questions

Attempt **any six** questions. [6×10]

11. Draw the organization structure of housekeeping department of large hotel and explain the attributes of housekeeping personnel?
12. Define rooms. Explain about different types of rooms.
13. Define cleaning. Explain different methods of cleaning.
14. Explain the points to be considered while selecting of cleaning agents.
15. Write down the procedure to deal with theft and sick guest.
16. Explain the different types of keys?
17. Define housekeeping. Explain the function of H/K department.

## Section "C"

### Case Analysis

18. *Read the case situation given below and answer the questions that follow:* [20]  
The Himalayan, mid-sized hotel with 120 rooms, is facing a lot of difficulties in its linen room. The linen and uniform room is responsible for taking care of its uniform for proper storage, washing and ironing of all the bed linens, towels and other fabric items. Recently there have been a lot of problems and complains about linen shortages, items being misplaced and towels showing signs of wear and tears.

Staff turnover has also affected the consistency in operations, leading to inefficient linen handling and increased the revenue for the replacement.

The Executive Housekeeper is tasked with improving linen and uniform management. He/she is planning to implement better tracking methods and introduce staff training to ensure all the linen and uniform are handled in a proper way.

**Questions:**

- a. Identify two key challenges faced by the linen and uniform room at the Himalayan hotel and propose two strategies to address them.
- b. How can a proper staff training in the linen and uniform room enhanced operational efficiency and reduce cost in a hotel?

# POKHARA UNIVERSITY

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Course: Business Communication for Hospitality

Pass Marks: 45

Industry (New)

Time: 3 hrs.

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## Section "A"

### Very Short Answer Questions

Attempt all the questions. [10×2]

1. Which services are offered at the hotel where you work? What do you say if the service is not available?
2. What is a hotel brochure? Why is it important in the hotel industry?
3. When guests arrive at reception, what do you say to them?
4. Give information about different services available in a hotel.
5. What is a report?
6. What are different types of business letters?
7. What are types of visual aids?
8. Complete the following polite offers and questions:  
A polite offer: Shall I take.....?  
A polite question: Would you .....?
9. Suppose a guest wants to visit in a place where you work. Write two recommendations to the guest using the given expressions. (You must.../You shouldn't miss...)
10. Suppose your guest has a problem with the air conditioner in your hotel. Write four instructions to use the air conditioner properly.

## Section "B"

### Descriptive Answer Questions

Attempt **any six** questions. [6×10]

11. Write a memo to all the staff of a hotel suggesting ways of improving hospitality, punctuality, and hardworking in the hotel.
12. Describe a bathroom in the hotel where you work using some of the key words given below:  
Bath, shower, washbasin, soap. Hot, cold, water, toilet paper, towels, mirror, shampoo, tissues, lightswitch, shaver socket, bathrobe, bin, next to, under, in, on, over, behind.
13. You are in the reception area of the hotel where you work. Choose four places that the guest wants to visit inside the hotel. Explain them in detail.
14. Prepare a dialogue between a guest and receptionist in a hotel about reservation.

15. Compose a conversation between a waiter and a guest about taking the order of the starter, recommending for main course and the dessert.
16. You are assigned to prepare an attractive brochure of your hotel by the owner. Now, create an impressive brochure of your hotel.
17. What are the major elements of a business report? Explain them.

## Section “C”

### Case Analysis

18. *Read the case situation given below and answer the questions that follow:* [20]

Marriott International: Embracing Digital Transformation

**Marriott International**, one of the largest hospitality chains in the world, has always been at the forefront of embracing new technologies. A key turning point for the company was its focus on digital transformation to enhance customer experience and streamline operations.

**The Strategy:** Marriott invested heavily in a robust mobile app, offering features like mobile check-in, room selection, and digital room keys, making the guest experience more seamless and personalized. They also implemented AI-driven chatbots to assist customers with booking, inquiries, and service requests, enhancing efficiency and response times.

**The Outcome:** The result was a significant increase in direct bookings through Marriott's digital platforms, reducing dependency on third-party booking sites. The app's convenience led to higher customer satisfaction scores and a boost in loyalty program memberships. This case study underscores the importance of leveraging technology to meet evolving customer expectations and streamline operations.

**Hilton: Commitment to Sustainability**

As environmental concerns grow, sustainability has become a key focus area for the hospitality industry. Hilton is one company in charge of integrating sustainable practices into its business model.

**The Strategy:** Hilton launched its 'Travel with Purpose' program, aiming to double its investment in social impact and cut its environmental footprint in half by 2030. Initiatives under this program include reducing food waste, sourcing sustainable seafood, and utilizing energy-efficient lighting and systems across all properties. Hilton also emphasizes responsible sourcing, ensuring its supply chain meets environmental and ethical standards.

**The Outcome:** Hilton's sustainability initiatives have helped reduce operational costs and enhanced its brand reputation among eco-conscious travelers. The program has positioned Hilton as a leader in sustainable hospitality, setting a standard for others in the industry.

**Hyatt: Enhancing Guest Experience Through Personalization**

Hyatt has consistently focused on creating exceptional guest experiences, central to its brand ethos. The company's approach to personalization is a

prime example of how listening to customer feedback and data-driven decision-making can lead to innovation.

**The Strategy:** Hyatt introduced the 'World of Hyatt' loyalty program, which went beyond just points and rewards. The program offers personalized experiences based on guests' preferences and past stays. By leveraging data analytics, Hyatt can anticipate guests' needs, such as room preferences or dietary restrictions, and offer tailored experiences beyond the typical hotel stay.

**The Outcome:** This personalized approach has significantly boosted guest satisfaction and loyalty, making Hyatt one of the preferred choices for frequent travelers. The World of Hyatt program has been recognized as one of the best in the industry, demonstrating the value of understanding and catering to individual guest preferences.

**Questions:**

- a. Mention the business strategies implemented by these organizations.
- b. What suggestions would you give to these business organizations to achieve future success?

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**Attempt all the questions.**

1. Attempt **any two** questions. [2×15]
  - a. Write a brief letter to a guest answering his/her enquiry about conference facilities you provide in your hotel. Give a detail information about it using polite language.
  - b. Write an article on 'Present Status of Hospitality Industry in Nepal'.
  - c. Write a report to the BHM Coordinator about the Food Festival organized by Local Municipality where you have participated.
2. Attempt **any five** questions. [5×10]
  - a. Compose a dialogue between a bar person and the guest using the following key expressions:  
Welcome the guest  
Enquire the drinks Explain choice  
Apologize that the drink is not available  
Offer an alternative.  
Serve the drinks.
  - b. Prepare a standard hotel brochure where you work including introduction, vision and mission, room types, special services, rate and discount.
  - c. Imagine that you are the Manager of a resort. You are going to organize a meeting to discuss about a special program to be conducted on the occasion of New Year. Write a memorandum to all staff informing them to attend the meeting.
  - d. Compose a dialogue between you and a guest who is enquiring about a deluxe room.
  - e. Define Business Communication. Why is it important in the Hospitality Industry? Explain it with an appropriate example.
  - f. Explain the bed room facilities that your hotel provides to the guest using the following words:  
Mini bar   Writing paper   Blanket Duvet   Trouser press   conditioning  
Beside lamp  
Flowers   Personal safe   Centre light switch   Laundry bag.
3. Attempt **any ten** questions. [10×2]
  - a. What do you understand by chunking, ordering and sign posting?



- b Describe two of the most popular dishes in the restaurant where you work.  
Say what they are and where they came from.
- c What would you reply in the following situations?  
Guest: The air conditioner in the room is not working.  
You:.....  
Guest: The item in the bill was not ordered.  
You:.....
- d What are the criteria for document design?
- e Suppose one of your guests is having problem with TV in his room. How  
would you offer a solution?
- f Tell direction to a nearby hotel from your place.
- g Make an offer for the following situations in the hotel:
  - i)Your guest looks bored.
  - ii)Your guest looks hot.
- h As a receptionist how would you welcome a guest in your hotel?
- i Correct these sentences:
  - a. I will send someone of right away
  - b. I will see too it immediately
- j Complete the dialogue.
  - a. Guest: We need some more towels in the bathroom  
Employee; .....
  - b. Guest; I need to sew some buttons onto a shirt  
Employee; .....
- k Write appropriate answers.
  - a. How would you like to pay?  
Ans: .....
  - b. Can I pay by cheque?  
Ans: .....

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Pass Marks: 45

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## Section "A"

### Very Short Answer Questions

Attempt all the questions. [10×2]

1. What is non- commercial catering?
2. Mention any four types of Food and beverage staff.
3. Define competencies and list out some hospitality competencies.
4. What is ancillary section?
5. Write any four items of crockery and their use.
6. Define À la Carte Menu with one example.
7. KOT (Kitchen order Ticket) plays a vital role in sales control. Justify this statement.
8. Menu knowledge is essential for food and beverage staff. Justify this statement.
9. List any four modes of payment used in food and beverage outlets.
10. List down any four benefits of teamwork in restaurant.

## Section "B"

### Descriptive Answer Questions

Attempt **any six** questions. [6×10]

11. Differentiate between commercial catering and Non-commercial catering.
12. Draw an organization structure of food and beverage service department of large hotel and briefly explain it.
13. Briefly explain the various types of Ancillary Section.
14. Explain the various factors to be considered while purchasing equipment in Food and Beverage Service areas.
15. Briefly explain types of meal offered in a hotel and mention some example foods that are served in it.
16. Discuss various types of breakfast service practiced in hotels.
17. Define Sales control system. State reasons why sales control system is important in F&B service and explain any four main components of the sales control system.

## Section “C”

### Case Analysis

18. *Read the case situation given below and answer the questions that follow:* [20]  
“Sunrise Bistro” is a newly opened casual dining restaurant in Lakeside, Pokhara. It offers a mix of continental and Nepali cuisines in a cozy, rustic setting. The restaurant quickly gained popularity among tourists and locals due to its delicious food and Instagram-friendly ambiance.

On a busy Friday evening, the restaurant had a full house. Among the guests was a group of 10 corporate clients who had booked a table in advance. The F&B service team was under pressure, especially the two servers assigned to their table. One of the servers, newly hired and undertrained, mistakenly brought out the wrong main course and spilled water while clearing the appetizer plates. The group started to complain about the slow service and lack of attention.

To make matters worse, when it was time to settle the bill, the billing staff generated an incorrect invoice due to poor handling of the KOT/BOT system, showing extra items the guests didn’t order. The customers were frustrated and threatened to post a bad review online.

The Restaurant Manager apologized, provided a 20% discount, and offered complimentary dessert. The customers left without further complaint, but the incident highlighted several weaknesses in staff readiness, system handling, and service training.

#### Questions:

- a. Identify the key service mistakes made by the staff in this situation.
- b. How could the restaurant avoid such mistakes during peak business hours?
- c. Suggest basic training areas that must be improved for service staff in such casual dining outlets.
- d. What steps can management take to ensure better coordination between service and billing departments?

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## Section "A"

### Very Short Answer Questions

Attempt all the questions. [10×2]

1. Define Chain Restaurant with suitable examples.
2. Mention any four importance of hygiene and grooming.
3. Why coffee shop restaurant is a busy restaurant?
4. How does the menu knowledge impact the overall service in food and beverage?
5. Why do people trends to dine out?
6. Define American Service.
7. What is suzette pan?
8. Why is monitoring important in HACCP?
9. Why is EMT considered a part of personalized service?
10. What is meal management?

## Section "B"

### Descriptive Answer Questions

Attempt **any six** questions. [6×10]

11. Draw a neat organizational chart of food and beverage service department and list out the duties of outlet captain.
12. What are the key challenges faced by food and beverage manager? Provide solutions to overcome these challenges.
13. Shows the major difference between primary and secondary catering.
14. Define menu. Write down the importance of menu. Differentiate between A la carte and Table d hote menu.
15. Explain the seven principles of HACCP and their significance in ensuring food safety.
16. List and explain french Classical 11 course menu with example.
17. Define breakfast and its types and mention the menu planning of any one breakfast.

## Section “C”

### Case Analysis

18. *Read the case situation given below and answer the questions that follow:* [20]  
Sarah and her colleagues are looking for a place to have dinner after a long day of meetings in a large city. The group consists of four individuals with diverse preferences in terms of food, ambiance, and budget. They have access to various dining options near the conference venue, ranging from casual fast-casual chains to upscale fine dining. The group wants to choose a restaurant that offers a combination of good food, a pleasant dining atmosphere, and a reasonable price for the occasion.

#### **Questions:**

- a. What are the main factors influencing Sarah and her colleagues' restaurant choice, and how do these factors vary based on their individual preferences?
- b. How important are online reviews and social media in shaping the decision of Sarah and her colleagues when selecting a restaurant?
- c. What strategies can restaurants use to attract customers like Sarah and her colleagues, who have diverse needs and preferences when dining out?

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Full Marks: 100

Course: Food Production and Patisserie I (New)

Pass Marks: 45

Time: 3 hrs.

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## Section "A"

### Very Short Answer Questions

Attempt all the questions. [10×2]

1. Name any four world popular chefs.
2. What are the different uniforms and protective clothing use in the kitchen?
3. Define kitchen hygiene. List four rules of kitchen hygiene.
4. Lists the basic etiquettes of kitchen personnel.
5. What are the basic duties and responsibilities of commis III.
6. List out four names of different fuel that are used in the kitchen.
7. Differentiate between bouquet garni and sachet d' epics.
8. Define "Larding" and "Barding".
9. Mention four qualities of a good stock? Explain briefly.
10. Write about continental breakfast.

## Section "B"

### Descriptive Answer Questions

Attempt **any six** questions. [6×10]

11. Define kitchen equipment and explain 5 capital kitchen equipment in details. Explain are the selection criteria of kitchen equipment.
12. Define HACCP and explain its principle in details.
13. Define Kitchen. Draw the kitchen organizational chart of a large hotel. Write down the duties and responsibilities of Sous Chef.
14. As a chef how would you hold, care, maintain, clean and store knife. Explain the precious cut of vegetable with their uses.
15. Define Cooking. Explain the moist heat methods of cooking with example.
16. Define breakfast. Explain different types of breakfast.
17. Define soup explain its types in details.

## Section “C”

### Case Analysis

18. *Read the case situation given below and answer the questions that follow:* [20]

Mr. Desmond was arrived at your hotel as a guest and gave order of meal with cream of mushroom soup. Waiter served the soup but there was no salt and Mr. Desmond complained in above case. He also found hair in mutton stew too.

#### **Questions:**

- a. Being as the kitchen in-charge how do you take action to your staff? [5]
- b. How do you handle the complaints in a front of the guest? [5]
- c. How do you control your staff for not repeating the same types of problem in future explain with your own logic? [10]

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## Section “A”

### Very Short Answer Questions

Attempt all the questions. [10×2]

1. Mention the 4 features of commercial industry.
2. Write down the three benefits of uniform and protective cloths in kitchen department.
3. List down any four names of kitchen tools.
4. Enlist raising agents with its uses.
5. List down the methods of heat transfer.
6. What is lard?
7. What is basting?
8. Define roux and its types.
9. Write at least five cares in preparation of a good stock.
10. List down any four names of herbs.

## Section “B”

### Descriptive Answer Questions

Attempt **any six** questions. [6×10]

11. Explain in detail about the key ingredients and cooking techniques commonly used in traditional French classical cuisine.
12. Why kitchen department must be coordination with the internal department and explain the duties and responsibilities of an executive chef.
13. List down any ten capital equipment with their function and while purchasing of kitchen equipment what points should consideration?
14. Name the various food commodities used in a kitchen and explain any five of them.
15. What is meant by vegetable? State and explain the different types of vegetable cuts with their uses.
16. Define cooking and explain in detail about dry heat methods of cooking.
17. Explain sauce. Write down all the mother sauces with at least 2 derivatives of each sauce.



Section “C”  
**Case Analysis**

18. *Read the case situation given below and answer the questions that follow:* [20]

**Culinary experiences as a key tourism attraction.**

The development of food tourism to a destination enhances the visitors' experience. Nowadays issues like how we eat, what we eat and where we eat are subjects which generate extensive debate, reflection and important actions in our everyday life.

During trips there are no exceptions to these rules, explaining why obtaining relevant answers to these questions influences the holiday program. Elements such as the culinary curiosity, the desire to diversify the daily menus, the desire to taste new or famous dishes are real topics which can facilitate and strengthen knowledge about the visited destinations, local customs, completing thus the travel experience.

**Questions:**

- a. How Culinary Tourism can be Growing Trend in Travel with context to our country? [10]
- b. How Food tourism can influence traveler's motivation? [5]
- c. Are food tourists all those who love food and drink? Give your opinion. [5]

## POKHARA UNIVERSITY

Level: Bachelor                      Semester: Spring                      Year: 2025  
Programme: BHM                      Full Marks: 100  
Course: Fundamentals of Tourism and Hospitality (New)                      Pass Marks: 45  
Time: 3 hrs.

*Candidates are required to answer in their own words as far as practicable. The figures in the margin indicate full marks.*

### Section “A”

#### Very Short Answer Questions

Attempt all the questions. [10×2]

1. Define Tourism.
2. Write any four functions of General manager of hotel.
3. Enlist any four feature of adventure tourism.
4. Define MICE Tourism.
5. Point out current trends in Tourism industry.
6. What are the types of tourism product?
7. What is travel itinerary?
8. What do you mean by franchising?
9. Write short notes on business ethics.
10. Define dark tourism.

### Section “B”

#### Descriptive Answer Questions

Attempt **any six** questions. [6×10]

11. Illustrate and explain the feature of tourism and hospitality industry with suitable examples.
12. State and explain the motivational factors for travelling.
13. Differentiate the concept of travel in modern and ancient time.
14. Highlight the major tourism activities in Nepal.
15. Give the concept of Passport. Explain the types and category of Passport.
16. Highlight the prospect of tourism and hospitality industry in Nepalese context.
17. Prepare an itinerary for 3N/4D from Pokhara- Upper Mustang- Pokhara for 2-pax, mentioning the charge and activities including all cost.

### Section “C”

#### Case Analysis

18. *Read the case situation given below and answer the questions that follow:* [20]

Bella Napoli Pizza is a mid-sized Italian fast-casual restaurant brand that

originated in Rome, Italy. Known for its wood-fired pizzas and rustic ambiance, the brand quickly became popular in Europe and decided to expand internationally through franchising. By 2022, Bella Napoli had over 200 outlets in Europe and Asia, including franchises in India, the UAE, and the USA. In 2023, the company signed a master franchise agreement with Himalayan Foods Pvt. Ltd., a hospitality group based in Nepal. The agreement gave Himalayan Foods exclusive rights to operate and sub-franchise Bella Napoli in Nepal for 10 years.

By mid-2024, several problems emerged between Bella Napoli headquarters and Himalayan Foods that Bella Napoli accused the Nepal franchise of compromising on food quality by sourcing cheaper local ingredients instead of using the approved imported ingredients. The franchise changed the restaurant interior design and menu to suit local tastes, adding items like "Chicken Momo Pizza" and altering the branding slogan, which violated the franchise agreement.

Bella Napoli required all franchises to run seasonal marketing campaigns coordinated from headquarters. The Nepal franchise refused to adopt these campaigns, citing irrelevance to the local market. Headquarters claimed the franchise was late in paying royalties for three consecutive quarters. Himalayan Foods argued this was due to economic downturn and inflation in Nepal.

In response, Bella Napoli issued a breach of contract notice and threatened to terminate the franchise rights. Himalayan Foods retaliated by filing a case in the Nepalese Commercial Court, claiming that Bella Napoli failed to provide adequate operational support and ignored cultural localization needs. The franchise conflict became public, damaging the brand's image and causing confusion among customers and potential investors in the region.

#### Questions:

- a. Identify and explain the key reasons behind the conflict between Bella Napoli and its Nepalese franchisee.
- b. From a legal and ethical perspective, which party appears to have stronger grounds for their claims? Justify your answer.
- c. What measures could Bella Napoli have taken during the franchising process to avoid this dispute?
- d. Discuss the importance of cultural adaptation in international franchising. Where should franchisors draw the line?

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## Section “A”

### Very Short Answer Questions

Attempt all the questions. [10×2]

1. Define Tourism.
2. List out any four UNESCO heritage sites of Nepal.
3. List the various factors affecting travel motivation.
4. What is club? Point out its types.
5. Define institutional catering.
6. List any four functions of housekeeping department.
7. What is guest satisfaction? Write its 2 benefits.
8. Explain in brief the mission of management companies.
9. Write the differences between chain operation and franchise?
10. Write short notes on corporate social responsibility.

## Section “B”

### Descriptive Answer Questions

Attempt **any six** questions. [6×10]

11. Explain the interrelationship between tourism & hospitality industry.
12. Define tourism. Explain in brief on evolution of travel and tourism industry.
13. Mention the various career prospects in tourism and accommodation service industry.
14. What are the recent trends and practices in modern travel world? Explain.
15. What are the core areas of hotel? Explain their functions.
16. Define franchising. Point out the advantage of owning a franchise.
17. What is management contract? Mention the advantages and disadvantage of management contracts.

## Section “C”

### Case Analysis

18. *Read the case situation given below and answer the questions that follow:* [20]

Venice, one of Italy’s most iconic tourist destinations, has long struggled with the impact of mass tourism. With over 20 million visitors annually before the COVID-19 pandemic, the city faced challenges balancing tourism with local sustainability. After the pandemic, tourist numbers rebounded rapidly in 2023–2024, leading to renewed concerns about over

tourism, rising costs, and pressure on local services.

At the same time, many hotels and restaurants in Venice and other popular Italian cities like Florence and Rome have faced serious staff shortages. Many hospitality workers left the industry during the pandemic and have not returned. Hotel Laguna Blu is a 4-star hotel located near St. Mark's Square. Post-pandemic, the hotel quickly regained 85% of its pre-2020 occupancy rates, thanks to heavy promotion and pent-up tourist demand. However, the hotel has struggled to hire skilled staff, particularly in housekeeping, reception, and food service. Despite offering higher wages and incentives, many positions remain unfilled. Guests have started complaining about: delayed check-ins and housekeeping, rude or tired staff, inadequate breakfast service.

Hotel management is considering the following measures: automating check-in/out procedures with self-service kiosks, hiring temporary foreign staff through seasonal work permits, reducing room inventory to match current staff capacity, collaborating with local hospitality schools for intern staffing.

**Questions:**

- a. What are the major issues faced by Hotel Laguna Blu? Explain.
- b. How has over tourism impacted both guests and local hospitality staff in cities like Venice?
- c. Which of the proposed solutions would you prioritize, and why?
- d. How can technology support hospitality without losing the personal, human touch expected in Italian service culture?