

# POKHARA UNIVERSITY

Level: Bachelor

Semester: Fall

Year: 2024

Programme: BBA/BBA-BI/BBA-TT/BCIS/BHCM/BHM

Full Marks: 100

Course: Business Research Methods

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. What are the major differences of fundamentals and applied research?
2. List out the ethical consideration in research.
3. Write the research process.
4. Give two reasons, why the conceptual framework is essential?
5. Briefly describe purposes of literature review.
6. State five features of a good hypothesis.
7. Mention different types of probability and non-probability sampling methods.
8. Define validity and reliability in the research.
9. Give the condition that Focus Group Discussion approach is used to collect the data.
10. Differentiate between non parametric and parametric test.

## Section “B”

### Descriptive Answer Questions

Attempt **any six** questions. [6×10]

11. Explain the characteristics of scientific research.
12. “Literature review is foundation of scientific research. Without the literature review we cannot get the research issue” Explain this statement.
13. Prepare structured questionnaire representing nominal, ordinal, interval and ratio scale for the study on “Customers satisfaction on online banking among the youth in Kathmandu valley: A cross-sectional study”. There should be at least four questions included of each scale.
14. What is research design? Briefly describe different types of research design. [2+8]
15. Suppose you are taking sample from students of BBA and BHM studying at semester 1<sup>st</sup>, 3<sup>rd</sup> and 5<sup>th</sup> in your university. Explain, how do you apply systematic and stratified random sampling method. [5+5]

16. Select a research topic of your interest and write the following part of research proposal:
  - a. Population [2]
  - b. Sample size [2]
  - c. Sampling method [2]
  - d. Data collection plan [2]
  - e. Data analysis plan [2]
17. Prepare a complete format of research report. Give six qualities of a good report. [7+3]

**Section "C"**  
**Case Analysis**

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

The rapid advancement of digital banking services, such as mobile banking apps and internet banking, has transformed financial transactions. While younger generations have widely adopted these services, older adults often exhibit mixed responses toward digital banking. Some find it convenient, while others struggle with technology adoption, security concerns, or a preference for traditional banking.

Banks are now focusing on financial inclusion and encouraging all age groups to adopt digital banking. However, understanding the perception of senior citizens (aged 60 and above) toward online and mobile banking is crucial for banks, policymakers, and researchers to improve user-friendliness and accessibility.

**Questions:**

- a. Suppose you are doing a study on "Perception of old age customers towards mobile banking", prepare the four objectives. [5]
- b. To support your objectives, frame 4 research questions. [5]
- c. Construct a conceptual framework. List out the dependent and independent variables. [2+3]
- d. Write population, sample size and sampling method to meet your research objectives. [2+1+2]

# POKHARA UNIVERSITY

Level: Bachelor

Semester: Fall

Year: 2024

Programme: BHM

Full Marks: 100

Course: Foundation of Management

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. List out the functions of Management.
2. Define Corporate Social Responsibility.
3. Differentiate between authority and responsibility.
4. Differentiate between formal and informal group.
5. What are the types of managers in an organization?
6. List out the types of planning.
7. Enlist any two emerging issues in organization design of hospitality industry.
8. Define team management.
9. What are the qualities of successful hospitality manager?
10. Explain Total Quality Management.

## Section “B”

### Descriptive Answer Questions

Attempt **any six** questions. [6×10]

11. “Management is the art of getting things done through people”. Explain.
12. Business environment is dynamic, explain the changing business environment trends within hospitality industry.
13. Managers in the hospitality industry often face challenges in planning effectively, which can lead to poor performance. What are the common pitfalls in managerial planning within the hospitality sector, particularly in Nepal? Discuss how these pitfalls can be overcome with practical strategies to ensure improved organizational outcomes.”
14. Define organizational design. Describe the nature and types of organizational design.
15. What are the different types of leadership? Which leadership theory do you think is most suitable for Nepalese hospitality organizations, and why?
16. Elucidate conflict management techniques with their significance in better working environment in the organization.
17. List out and explain the emerging issues and challenges to quality management in hospitality industry.

## Section “C”

### Case Analysis

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

Kailash Hotel, a prestigious five-star property in Kathmandu, recently promoted John, the hotel's Executive Chef, to the position of General Manager. John had been with the hotel for over ten years, building a solid reputation for his culinary expertise and leadership in the kitchen. However, upon his promotion, John encountered significant challenges that revealed the complexities of transitioning from a specialized operational role to a more broad and strategic managerial position.

As a General Manager, John faced difficulties managing the department beyond the kitchen, particularly in areas such as financial management, budgeting, and staff coordination across various functions. His previous experience had been limited to overseeing kitchen operations, and he lacked the necessary skills to handle the complexities of managing an entire department, which included non-kitchen staff, supplier relations, and operational costs.

Furthermore, John struggled with broader hotel management responsibilities, such as handling guest relations and addressing complaints related to the overall dining experience. His leadership style, which had been effective in the kitchen, did not translate well to managing a diverse team across multiple departments.

The senior management team began questioning whether promoting John from Executive Chef directly to General Manager was the right decision. His lack of experience in managing financial aspects, large teams, and guest services raised concerns about his ability. The issues John faced illustrated the challenges involved in transitioning from a technical, specialized role to a strategic, general management position.

#### Questions:

- a. What major problem did John face after his promotion to General Manager at Kailash Hotel?
- b. Do you think the top management made a mistake in promoting John directly from Executive Chef to General Manager? Explain your reasoning.
- c. What key skills does John need to develop in order to become a successful General Manager?
- d. Can an Executive Chef successfully transition into a General Manager position in the hospitality industry? Explain your perspective.

# POKHARA UNIVERSITY

Level: Bachelor

Semester: Fall

Year: 2024

Programme: BBA/BBA-TT/BHM

Full Marks: 100

Course: Fundamentals of Entrepreneurship

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 nature of entrepreneurship.
2. Differentiate between Trade Secret and Trade Mark.
3. Outline two Internal sources of entrepreneurship.
4. List two ways in which we can cultivate a culture of corporate leadership in organizations.
5. Define turnkey projects.
6. List out features of intellectual property rights.
7. Write two differences between Managerial and entrepreneurial decision making.
8. Mention any three first mover advantages.
9. List two differences between Licensing and Franchising.
10. Define the term "Eco-efficiency" and "Eco-preneurship".

## Section "B"

### Descriptive Answer Questions

Attempt **any six** questions. [6×10]

11. As an entrepreneur, how can you play pivotal role in economic development of a nation like Nepal?
12. Imagine you are the CEO of the Kiran Shoes Manufacturers who manufactures Goldstar shoes. The Board of Directors wants to expand the business to the foreign market and have asked you to make appropriate strategy. How would you select and enter into the foreign market? What could be the Four best strategies?
13. With the time and growth of the global economy, women have been emerging as successful entrepreneurs in the global context. But still, Nepal has not heard about many successful women entrepreneurs. In your view, what could be the problems of women entrepreneurship in Nepal? Mention

some of the suggestions for the solution of the problems.

14. What are the differentiating features of Joint Venture and strategic alliance? Explain.
15. What are barriers to international trade? Describe briefly.
16. Why do some business Plan fail? Explain.
17. Define method of Generating New Ideas and solving problems.

### Section “C”

#### **Case Analysis**

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

#### **Entrepreneurship, Innovation, and Creativity in Nepal**

Nepal's entrepreneurial landscape is undergoing a significant transformation, driven by a growing recognition of the importance of entrepreneurship in economic development. Entrepreneurs in Nepal often exhibit resourcefulness and adaptability, operating with limited resources and focusing on community-oriented businesses that address local needs. The rise of small and medium enterprises (SMEs) in urban areas, particularly Kathmandu, reflects this trend, showcasing how local entrepreneurs are beginning to harness their potential to create jobs and stimulate economic growth. Innovation in Nepal is characterized by the introduction of new products, processes, and social solutions that cater to the unique challenges faced by the country. Entrepreneurs are increasingly engaging in product innovation—such as organic farming—and process innovation, utilizing sustainable practices like solar energy in agriculture. Additionally, social innovation is gaining traction, with initiatives like women-led cooperatives empowering marginalized groups. These innovative approaches not only enhance productivity but also contribute to social welfare, illustrating the multifaceted role of entrepreneurship in Nepal. Despite these positive developments, Nepali entrepreneurs encounter several challenges, including limited access to finance, regulatory hurdles, and intense market competition. Addressing these obstacles is essential for fostering a more robust entrepreneurial ecosystem. By promoting an entrepreneurial mindset through education and support systems, Nepal can further unlock the potential of its innovators and creators.

#### **Questions:**

- a. What are the key characteristics that define Nepali entrepreneurs, and how do these traits contribute to their success in a developing economy?
- b. In what ways does innovation manifest in the Nepali entrepreneurial

landscape, particularly in terms of product, process, and social innovation? Provide specific examples from the case study.

- c. What challenges do entrepreneurs in Nepal face that may hinder their growth and innovation, and what strategies could be implemented to overcome these obstacles?
- d. How can educational institutions play a role in fostering an entrepreneurial mindset among students in Nepal, and why is this important for the country's economic development?

# POKHARA UNIVERSITY

Level: Bachelor

Semester: Fall

Year: 2024

Programme: BHM

Full Marks: 100

Course: Fundamentals of Financial Management

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. Mention any two managerial finance functions.
2. Define discounted payback period.
3. Assume you are given the following relationship for Bhaktapur Brick Corporation:  
Sales / assets = 1.5 times  
Return on Assets (ROA) = 3%  
Return on Equity (ROE) = 6%  
Calculate Bhaktapur Brick Corporation's profit margin.
4. Suppose you deposit Rs. 3,500 in a saving account today that will grow to a future value of Rs. 5,000 at the end of five years. What rate of return will you earn annually from this investment?
5. What is cost of capital?
6. What are key features of bond?
7. Selling price per cost = Rs 10  
Variable cost per unit = Rs. 5  
Fixed cost = Rs. 1,00,000  
Calculate BEP in units.
8. Write in brief the meaning of working capital.
9. Differentiate between cash dividend and stock dividend.
10. What is financial risk?

## Section "B"

### Descriptive Answer Questions

Attempt **any six** questions. [6×10]

11. Define financial management? Why is shareholder wealth maximization objective superior to profit maximization objectives of the firm? Explain with examples.
12. The following data apply to XYZ Company (Millions of rupees)  
Cash and marketable securities: Rs 100

Sales: Rs 1,000  
 Fixed assets: Rs 283.50  
 Net income: Rs 50  
 Quick ratio: 2 times  
 Current ratio: 3 times  
 Day's sales outstanding: 40 days  
 Return on equity: 12%

**Required:**

- Account receivable
- Current liabilities
- Current assets
- Total assets
- ROA
- Common Equity

- Arya Brewery Company (ABC) can lease equipment for five years, making annual payments of Rs 4,000 per year at the end of each year or they can buy the equipment for Rs 12,500. At the end of five years, the equipment will have no salvage value. The firms before tax cost of debt are 10 percent. The company uses straight-line depreciation and has a 40 percent tax rate.
  - What is DBC's PV of cost of leasing?
  - What is DBC's PV of purchasing?
  - Should the machine be leased or purchased?
- The following tabulation gives earning per share figure for the ABC Company proceeding for 5 years. The firms have 6 million number of shares outstanding with selling for 75 per share and the expected dividend at the end of the current year 2004 is 50% of 2003 EPS. Because investor expects past trend to continuing may be based on the earnings growth rate.

Years	2003	2002	2001	2000	1999
EPS	Rs. 7	6	5	4	3

The current interest rate on new debt is 10% the firms marginal tax rate in 30% the capital structure is as follows.

Debt      Rs 120 M  
 Equity    Rs. 180 M  
 Total     Rs. 300 M

**Required:**

- Calculate the all possible components cost of capital.
- Calculate weighted average cost of capital (WACC).

- Mohan decided to buy a car by taking a loan of Rs. 2,000,000 for four years from Nabil bank limited. The loan bears a compound annual interest rate of 12% and call for equal annual installment payments at the end of each year for 4 years.

- a. What is the number of annual payments?
- b. Prepare a loan amortization schedule showing the fraction of interest and principal payment for each year.
- c. What fraction of payment made in year 2 represents the principal?
- d. What fraction of payment made in year 4 represents the interest?

16. Sita Trading Company has 24,000 shares of common stock outstanding, and the present market price per share is Rs. 250. Its equity capitalization is as follows.

Common stock (Rs 100 par)	Rs. 2,400,000
Additional paid in capital	4,200,000
Retained earnings	8,700,000
Shares holder's equity	Rs. 15,300,000

- a. If the company were to declare a 15 percent stock dividend, what would happen to these accounts?
- b. If instead, the company declared a 3-for-2 stock split, what would happen to the accounts?
- c. What would happen if there is a reverse split of 1-for-4?

17. a. Fixed cost is Rs. 80,000. Selling price per unit is Rs. 50 and variable cost per unit is Rs. 40. The depreciation of fixed assets is Rs. 20,000.

**Calculate:**

- (i) BEP in (Rs) and (units), (ii) Cash BEP.
- b. What is capital structure? Explain the factors affecting capital structure.

**Section “C”**  
**Case Analysis**

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

You are appointed as the Finance Manager at Nuwakot Agro Center, your supervisor provides an assignment to evaluate two projects, both with five years expected lives and identical initial cash outlay of Rs. 110000. Both of these projects involve additions to Nuwakot Agro highly successful product line, and as a result the required rate of return on both projects has been established at 12 percent. The expected cash flows from each project are as follows:

Year	Project A (Rs.)	Project B (Rs.)
0	-110000	-110000
1	20000	40000
2	30000	40000
3	40000	40000
4	50000	40000
5	70000	40000

If project A and Project B is mutually exclusive, answer the following questions:

- a. Which project do you recommend according to PBP method? Explain. [3]
- b. Which project do you recommend according to NPV method? Explain. [4]
- c. Which project do you recommend according to profitability index? Explain. [3]
- d. Which project do you recommend according to IRR method? Explain. [8]
- e. If there is conflict in ranking the projects, finally which project do you recommend and why? [2]

# POKHARA UNIVERSITY

Level: Bachelor

Semester: Fall

Year: 2024

Programme: BHM

Full Marks: 100

Course: Hospitality Human Resource Management

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. What is human resource information system (HRIS)?
2. State any four objectives of career development.
3. Differentiate between internal and external recruitment.
4. What are the advantages of using narrative essay approach to appraisal?
5. Differentiate between trait and behavior-based approach of performance appraisal.
6. Why do workers join in trade union?
7. What causes stress in the workplace?
8. Briefly explain employee assistance program.
9. Difference between incentive and compensation.
10. Why do you think exit interview is important?

## Section "B"

### Descriptive Answer Questions

Attempt **any six** questions. [6×10]

11. Explain the influencing factors in human resource planning. How do you see the demand and supply conditions of human resources in the hospitality industry in Nepal? Explain.
12. Differentiate between on-the-job training and off-the-job training. Discuss any four methods of on-the-job training. [4+6]
13. What are the different functions of performance appraisal and explain the potential problems with performance appraisal. [5+5]
14. What are the major influences on compensation plan? Explain current issues in compensation administration. [5+5]
15. The term "collective bargaining" refers to the negotiation, administration and interpretation of a written agreement between two parties that covers a specific period of time. Discuss the bargaining issues and reasons in collective bargaining.
16. Explain the employee rights under OSHA and enforcement of OSHA standards.
17. Why employee discipline is important in hospitality industry? How the discipline can be maintained in hospitality industries? Explain. [3+7]

**Section “C”**  
**Case Analysis**

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

Pasang Sherpa, a migrant from Solukhumbu to Kathmandu has been operating a bakery in front of Shanker Dev Campus Ram Shah Path. The business has been operating successfully for the last two years. The product diversification- pastries, cake, momo, chowmin, hamburger, pizza- has attracted not only students and teachers but also nearby shopkeepers, officeholders and bus passengers.

However, she has employed more than 50 persons over the last two years. The shortest tenure was one day and the longest 6 months. The employees start work at 6A.M. in the morning and finish work at 9 P.M. at night. The pay is on a daily basis- ranging from RS. 100 per day for table waiters to RS. 200 per day for cooks and bakers. The employees are neither given a contract nor a permanent tenure. The heavy customer traffic leaves very little time for employees to rest and relax. There is no socialization of employees on a formal basis.

Young children from mountains who run away from their home constitute about 50% of the total employees in the bakery. They are not trained in their job. The selection is from among those who come looking for a job. The placement is based on vacancy, not on skill of the candidates. Pasang is very disturbed about the high employee turnover.

**Questions:**

- a. What are the possible causes for high employee turnover? [6]
- b. How old requirement, selection, and socialization be improved to ensure employee retention? [8]
- c. Give suggestions to reduce high employee turnover. [6]