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CAMBODIAN MEKONG UNIVERSITY

Faculty of Management and Tourism

STATE EXAM COURSE REVIEW MATERIALS

HTM213 | HTM315 | HTM318 | HTM413

HTM213: Tour Operation Management

HTM315: Food and Beverage Management

HTM318: Hotel Operations Management

HTM413: MICE Management

Good Luck!!

HTM213: Tour Operation Management

Part 1: Key Terms

Key Terms	Key Terms	Key Terms
Thomas Cook	Tour Operator	Travel Agency
Primary Activities	Secondary Activities	Tour Arrangement
Domestic Tourism	Inbound Tourism	Outbound Tourism
Research Tourism	Vacation Tourism	Official Tourism
Group Discount	Voucher	Round-Trip Ticket Issuance
Amortization	Tour Calculation	Itinerary
Tour Leader	Invisible Export	Visible Export
Tourism Planning	Governmental Sector	Private Sector
Nonprofit Sector	Ecotourism	Rehabilitation
Contingency Agreement	Disintermediation	Community-Based Tourism

Part 2: Fundamentals and Comprehensive Questions

1. Trace the legacy of Thomas Cook and explain how it continues to shape the activities of present-day tour companies.
2. Differentiate a tour operator, a travel agency and a travel service provider in terms of function, financial risk and revenue source.
3. Distinguish the primary activities from the secondary activities of a tour company, giving at least three examples of each.
4. Explain how tour arrangements differ for domestic, inbound and outbound tourists in terms of destination, travel duration and services required.
5. Compare research, vacation and official tourism tour arrangements by destination type, length of stay and services required.
6. Identify the factors that determine domestic tourism in Cambodia and explain how social, economic, political, cultural, natural and environmental forces interact with them.

7. Define visible and invisible exports and explain why tourism is classified as an invisible export.
8. Describe the roles of the governmental, private and nonprofit sectors in tourism development and explain why planning must integrate all three.
9. Explain how group discounts, vouchers and amortized (installment) payments influence tour pricing and customer buying decisions.
10. Analyze the structure of a tour cost calculation, showing how fixed costs, variable costs, commission and markup combine to produce a selling price per person.
11. Evaluate contingency agreements against limited contingency agreements in terms of financial exposure, flexibility and risk to the tour operator.
12. Discuss how the four development goals (visitor satisfaction, improved economy and business success, protected resource assets, and community and area integration) can conflict, and how tourism planning reconciles them.
13. Assess the positive and negative impacts of tourism on natural and man-made environments, and recommend visitor-flow management measures for fragile sites.
14. Examine how computerized reservation systems, global distribution systems and disintermediation are reshaping the distribution role of tour operators and travel agencies.
15. Evaluate how ecotourism, rehabilitation of heritage sites and community-based tourism can together support sustainable tourism development in Cambodia.

Part 3: Applied Exercises and Case Studies

Analytical Questions

1. A Siem Reap tour operator receives booking requests for December and January that exceed its guide, vehicle and hotel-allotment capacity by about 40%, while June to September bookings fall to under a third of capacity. Analyze the operational, pricing and partnership strategies the company should adopt to manage this seasonality, and explain the financial risks of each strategy.

2. A Phnom Penh operator that sells only inbound Angkor tours is considering adding domestic and outbound packages to reduce dependence on foreign arrivals. Evaluate the strategic, financial and supplier-contract implications (including currency exposure between USD and KHR and the use of contingency agreements) of this diversification.

Practical Exercise

Prepare a complete tour costing sheet for a 4-day, 3-night Phnom Penh to Siem Reap to Phnom Penh group package for 20 paying guests. Use these assumed figures: twin room Phnom Penh 22 USD per night and Siem Reap 28 USD per night (10 twin rooms); lunch 7 USD per person per day and dinner 12 USD per person per day (3 lunches, 3 dinners); coach hire 180 USD per day for 4 days; guide 30 USD per day; temple admission 40 USD per person; welcome gift 3 USD per person; operator markup 12%.

Your sheet must show:

- (a) a day-by-day itinerary, (b) total fixed and variable costs, (c) cost per person, (d) selling price per person, and (e) the price per person if the group falls to 14 guests while fixed costs stay unchanged.

Case Study: Kampot River and Pepper Experiences

Kampot Pepper and River Tours is a ten-staff Cambodian SME that sells day tours to pepper farms, Bokor Mountain and sunset river cruises. Most bookings arrive through Facebook Messenger and Telegram, and confirmations are written by hand. During Khmer New Year and Pchum Ben, domestic demand triples. The company has double-booked a cruise boat twice, lost a homestay partner over late payments, and has just learned that two competitors are selling the same circuits through online travel platforms at lower prices. The owner has not yet renewed the company's tourism license.

1. Identify the operational, legal and distribution weaknesses in this company and rank them by urgency.
2. Recommend a reservation, confirmation and supplier-payment system suited to a small Cambodian operator, and justify your choice of tools.
3. Design a 12-month plan covering licensing compliance, seasonal pricing, partner development and digital promotion that strengthens the company's competitiveness without eroding local community benefits.

HTM315: Food and Beverage Management

Part 1: Key Terms

Key Terms	Key Terms	Key Terms
Soft Drink	Hard Drink	Beer
Wine	Sparkling Wine	Champagne
Vodka	Whisky	Brandy
Cognac	Gin	Rum
Liqueur	Vermouth	Cocktail
Fermentation	Distillation	Mineral Water
Food Outlet	Personal Hygiene	Service Sequence
Front of House	Back of House	Standard Recipe
Food Cost Percentage	Menu Engineering	HACCP
FIFO	Par Stock	Kitchen Brigade System

Part 2: Fundamentals and Comprehensive Questions

1. Classify the main categories of beverages (soft drinks, beer, wine, sparkling wine, spirits, liqueurs, aperitifs and cocktails) and give examples of each.
2. Explain the difference between a soft drink and a hard drink.
3. Explain what the word “vodka” means and describe the raw materials from which it is produced.
4. Describe the main stages of wine making from harvest to bottling.
5. Explain five characteristics that an effective restaurant service staff member should demonstrate.
6. Describe the personal hygiene standards required of restaurant staff and explain why each standard matters.
7. Describe the different types of water served in food and beverage outlets and how each is presented to guests.
8. Define a food outlet and describe how a typical outlet operates from guest arrival to settlement of the bill.

9. Compare fermentation and distillation and show how each process leads to different beverage categories.
10. Explain how menu engineering uses contribution margin and item popularity to classify menu items, and the management response suited to each class.
11. Show how food cost percentage is calculated and explain how standard recipes and yield testing help control it.
12. Analyze how front-of-house and back-of-house coordination and the kitchen brigade system affect service speed, quality and accountability.
13. Evaluate how HACCP principles apply at receiving, storage, preparation and service stages in a Cambodian commercial kitchen.
14. Assess how par stock levels, FIFO rotation and inventory turnover protect profitability and product quality.
15. Evaluate how service styles, table turnover rate and upselling techniques jointly influence revenue per seat.

Part 3: Applied Exercises and Case Studies

Analytical Questions

1. A 60-seat Khmer restaurant in Phnom Penh records a food cost percentage of 41% against a target of 32%, despite stable sales. Analyze the likely causes across purchasing, receiving, storage, portioning, waste and menu mix, and design a prioritized corrective plan.
2. A hotel beverage outlet in Siem Reap sells imported wine, local beer, soft drinks and spirits to a mixed domestic and international clientele. Evaluate the cost-control, storage (tropical heat and humidity), pricing and responsible-service challenges it faces, and propose control measures.

Practical Exercise

Build a menu engineering analysis for the following eight-item menu of a Phnom Penh restaurant. For each item, calculate food cost percentage and contribution margin per plate, then calculate each item's menu mix percentage. Classify each item as Star, Plowhorse, Puzzle or Dog (use the 70% popularity rule and the average contribution margin as the cut-offs), and recommend one action per item.

Menu Item	Units Sold	Selling Price (USD)	Food Cost per Plate (USD)
Fish Amok	140	7.50	2.60
Beef Lok Lak	160	8.00	3.60
Khmer Red Curry	90	6.50	2.10
Green Mango Salad	70	4.50	1.00
Grilled River Prawns	40	12.00	6.60
Stir-Fried Morning Glory	110	3.50	0.80
Fried Rice Combo	130	5.00	1.90
Pork Belly Skewers	30	5.50	1.50

Case Study: Riverside Khmer Fusion Kitchen

Riverside Khmer Fusion Kitchen is a newly opened 80-seat restaurant on the Phnom Penh riverfront. It blends traditional Khmer dishes with international plating and targets both Cambodian families and foreign tourists. In its first three months, staff turnover has reached 45%, a Facebook review has criticized a delayed table and an undercooked chicken dish, kitchen and dining-room teams blame each other for slow service, and the supplier of local herbs and fish delivers inconsistent quantities.

1. Diagnose the front-of-house, back-of-house and supply-chain failures evident in the case and explain how each affects guest experience and profitability.
2. Design a staff training and hygiene program (including standards for service sequence and food safety) suited to a Cambodian restaurant workforce with high turnover.
3. Propose a service recovery response to the online review and a medium-term plan for local sourcing and brand identity that protects Khmer culinary character while remaining profitable.

HTM318: Hotel Operations Management

Part 1: Key Terms

Key Terms	Key Terms	Key Terms
Front Office	Reception	Receptionist
Bellboy	Doorman	Cashier
Night Auditor	Concierge	Paging
Safety Deposit Box	Self-Locking Door	Arrivals List
Departures List	Job Description	VIP Amenities Voucher
Room Service	Walk-In Guest	Housekeeping Status Report
Information Rack	Lost and Found	Rack Rate
Yield Management	Room Allocation	Central Reservation Office
Housekeeping Department	Preventive Maintenance	Boutique Hotel
Express Check-Out	Hotel Rate Structure	Guest Profiling

Part 2: Fundamentals and Comprehensive Questions

1. Define the role of the front office and explain why room sales generate the largest share of hotel revenue.
2. Explain the duties of bellmen and identify the other members of the bell service staff.
3. Explain why the doorman is called the ambassador of goodwill.
4. Describe the procedure for registering a walk-in guest and explain how it differs from registering a guest with a reservation.
5. Explain the functions of the information section, including the information rack, mail, messages and paging.
6. Define the arrival list, departure list and housekeeping status report, and state which departments use each.

7. Explain the roles of the cashier and the night auditor in the control of guest bills.
8. Describe the precautions hotels adopt to prevent theft, including self-locking doors, safety deposit boxes and policies on disclosing room numbers and guest names.
9. Explain how a job description sets standards of performance and describe what a well-written front office job description should contain.
10. Analyze how yield management and a tiered hotel rate structure (including rack rate) help a hotel maximize room revenue.
11. Evaluate the advantages and disadvantages of a Central Reservation Office and of managing reservations across multiple booking channels.
12. Discuss how the front office coordinates with housekeeping, room service, engineering, sales and lost and found throughout the guest cycle.
13. Explain how a hotel should respond to a guest death or an intoxicated, unruly guest, balancing guest safety, legal duty and hotel reputation.
14. Examine the legal and ethical considerations at guest registration, particularly data privacy and payment authorization.
15. Evaluate how front office performance metrics, forecasting and budgeting support staffing and strategic decisions.

Part 3: Applied Exercises and Case Studies

Analytical Questions

1. A 120-room hotel in Sihanoukville is regularly overbooked during Khmer New Year and Pchum Ben because bookings arrive from online platforms, walk-ins and group sales without a single control point. Analyze the causes, the effect on guests and revenue, and the procedures the front office should adopt to prevent and recover from overbooking.
2. Guests at a Phnom Penh hotel wait up to two hours for rooms that housekeeping has already cleaned, while front office records show the same rooms as “dirty”. Analyze the process, communication and technology failures involved and define the performance indicators needed to monitor the problem.

Practical Exercise

An 80-room hotel in Battambang reported the following for last month (30 days): 1,560 rooms sold and room revenue of 70,200 USD. (a) Calculate occupancy percentage, average room rate and revenue per available room. (b) Design a seasonal rate structure with at least five rate categories (for example rack, corporate, group, online platform and walk-in), stating the rule for applying each. (c) Write a yield management plan that explains when the hotel should raise rates, close discounted categories or accept group blocks across peak, shoulder and low seasons.

Case Study: Heritage Guesthouse Conversion in Battambang

A family has converted a colonial-era shophouse in Battambang into a 14-room heritage boutique hotel with a staff of nine. Guests praise the design but complain about long check-in, lost laundry and a missing camera. Staff have no written job descriptions, the front desk handles reservations, cashiering and luggage alone, valuables are kept in an unlocked drawer, and two room locks have failed. Occupancy is high on weekends and low midweek.

1. Identify the front office, security and housekeeping weaknesses in the case and explain the risk each creates for the hotel.
2. Design a staffing structure with job descriptions for front desk, bell and night duty roles, and recommend security and lost-and-found procedures appropriate to a small Cambodian hotel.
3. Propose a pricing and marketing plan that uses the property's heritage identity to lift midweek occupancy while keeping guest service consistent.

HTM413: MICE Management

Part 1: Key Terms

Key Terms	Key Terms	Key Terms
Meeting	Convention	Exposition
Conference Call	Audio Call	Video Conference
Meeting Planner	Corporate Meeting Planner	Association Meeting Planner
Independent Meeting Planner	Sponsor	Trade Association
Professional Association	Convention Center	Conference Center
Host Facilities	Exhibition Manager	Exhibitor Packet
Bid Document	Site Selection	Pre-Event Briefing
Move-In	Debriefing	Evaluation Form
Ground Arrangements	Forum	Working Group
Budgeting	Break-Even Analysis	Marketing Plan

Part 2: Fundamentals and Comprehensive Questions

1. Differentiate a meeting, a convention, an exposition, a conference call, an audio call and a video conference.
2. Identify the four major components of the convention industry and explain the role of each.
3. Classify meeting planners as corporate, association and independent, and compare how each works.
4. Distinguish trade associations from professional associations, including who their members are and what they aim to achieve.
5. Explain how conference centers differ from convention centers in design, services and revenue sources.
6. Describe the on-site activities a meeting planner is responsible for, including the move-in process and the pre-event briefing.

7. Explain why meeting planners must create a marketing plan before the event and organize shipping before and after the event.
8. List six sources of income and four sources of expenses for a meeting, convention or exposition.
9. Explain the criteria used to select a meeting site and the purpose of a bid document.
10. Compare traditional audiovisual equipment with newer meeting technologies, and explain when each is appropriate.
11. Analyze how a planner uses a budget and break-even analysis to decide on registration fees and sponsorship targets.
12. Explain how a post-event debriefing and attendee evaluation forms feed into planning for future events.
13. Discuss how a planner and an exhibition manager coordinate exhibitors through exhibitor correspondence and the exhibitor packet.
14. Evaluate how ground arrangements, spouse and guest programs and tours enhance the attendee experience and affect event revenue.
15. Evaluate the legal, risk-management and ethical responsibilities of a planner when delivering a large public event.

Part 3: Applied Exercises and Case Studies

Analytical Questions

1. A Phnom Penh bid committee is competing with other regional capitals to host an international association congress of 800 delegates. Analyze the infrastructure, cost, accessibility and service factors that will decide the award, and identify where Cambodia is strong and where it must close gaps.
2. Three months before an event in Siem Reap, sponsorship income has fallen 25% below forecast, ten exhibitors have withdrawn and venue costs have risen. Analyze the financial and operational impact and recommend corrective actions that protect event quality and reputation.

Practical Exercise

Prepare a budget and break-even model for a two-day Cambodia Tourism Trade Expo using these assumed figures: fixed costs of 26,000 USD (venue 10,000; audiovisual and technology 5,000; marketing 4,000; staffing 4,000; permits,

insurance and contingency 3,000); variable cost of 40 USD per delegate (catering, kit and shipping); delegate registration fee of 95 USD; sponsorship income of 9,000 USD; and 20 exhibition booths sold at 450 USD each. Your model must show (a) a full income and expense statement, (b) the break-even number of delegates, (c) the revised break-even if sponsorship income falls by 30%, and (d) three management actions that would lower the break-even point.

Case Study: ASEAN SME Conference in Siem Reap

A Cambodian event company has been appointed to organize a three-day ASEAN SME Development Conference for 500 delegates, 30 exhibitors and a gala dinner in Siem Reap during the rainy season. The sponsoring association wants local SME products showcased and a hybrid option for remote speakers. The company has only one venue visit completed, no signed contract with the hotel, a power-supply concern at the venue, pending event permits and an incomplete marketing plan with ten weeks to go.

1. Identify the pre-event risks in the case and set out the planning timeline, contracts and permits the planner must secure first.
2. Design the on-site operations plan, covering registration, move-in, pre-event briefing, technology (including the hybrid session) and contingency arrangements for power or weather disruption.
3. Propose a marketing, sponsorship and post-event evaluation plan that involves Cambodian SMEs and demonstrates the conference's value to the sponsor.