

ROLL No.....

NATIONAL COUNCIL FOR HOTEL MANAGEMENT  
AND CATERING TECHNOLOGY, NOIDA  
**ACADEMIC YEAR 2012-2013**

SUBJECT : Accommodation Management - I  
TIME ALLOWED : 03 Hours MAX. MARKS: 100

(Marks allotted to each question are given in brackets)

Q.1. Explain pre-operating and operating activities of the management cycle. (10)

Q.2. What is "Rule of thumb" method of pricing a room? Illustrate with a suitable numerical example. (10)

**OR**

Explain:

- (a) Psychographic segmentation
- (b) Geographic segmentation

(5+5=10)

Q.3. Based on the following data, calculate the hotel position:

- (a) Total rooms - 200
- (b) House use - 3
- (c) Occupied - 170
- (d) Reservations - 80
- (e) Expected departures- 97
- (f) % of No Shows - 4%
- (g) % of over stays - 2%
- (h) % of understays - 3%

(10)

Q.4. What do you understand by?

- (a) Hotel Income Statement
- (b) Workflow processing

(5+5=10)

**OR**

What are the main functions of a P.O.S?

(10)

Q.5. List the main functions of a room management module. (10)

**OR**

Expand and explain (**any two**):

(a) EDI (b) HEDNA (c) GDS

(2x5=10)

Q.6. E-Commerce has opened a door for virtual communication with guests! How can hotels take advantage of this? (10)

Q.7. How can the social class variable be utilized to increase sales of hotel rooms?

**OR**

What measures can be taken to ensure safety of women executives at the hotel?

(10)

Q.8. Give the formulae for:

(a) Occupancy % (b) Multiple occupancy %  
(c) Overstay %

(10)

Q.9. A particular locality attracts 30% college students, 10% naturalists, 23% families and 27% upper middle class people. Explain what steps can a hotel take to encourage more naturalists and draw pie chart showing market segmentation. (10)

Q.10. List the do's and don'ts to be followed by the front office staff in case of a bomb threat. (10)

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ROLL No.....

NATIONAL COUNCIL FOR HOTEL MANAGEMENT  
AND CATERING TECHNOLOGY, NOIDA  
**ACADEMIC YEAR 2011-2012**

COURSE : 5<sup>th</sup>Semester of 3-year B.Sc. in H&HA  
SUBJECT : Advance Food & Beverage Operations - I  
TIME ALLOWED : 03 Hours MAX. MARKS: 100

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(Marks allotted to each question are given in brackets)

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- Q.1. (a) Explain briefly about banquet booking procedure.  
(b) Briefly explain duties and responsibilities of banquet staff.  
**OR**  
(a) Briefly explain the banquet protocol.  
(b) Define Toast mastering and explain toast procedure. (5+5=10)
- Q.2. Draw a format of banquet function prospectus and explain its importance.  
**OR**  
Draw a format of banquet booking diary and explain its importance. (10)
- Q.3. What is gueridon service? Briefly explain advantages and disadvantages of gueridon service.  
**OR**  
List out general considerations for gueridon service and explain types of trolleys used in gueridon service. (10)
- Q.4. Explain briefly various types of buffet and list any **ten** equipment used for buffet arrangement.  
**OR**  
Explain the role of kitchen stewarding department in a hotel and draw staff organization structure of kitchen stewarding department. (10)
- Q.5. Explain various table plans/arrangements done in banquets. (10)
- Q.6. Explain the factors to be considered while planning food & beverage outlet. (10)

Q.7. What are the factors to be considered while planning a menu for any food & beverage outlet?  
(10)

Q.8. What are the factors to be considered for selecting and planning of heavy duty and light equipment for food & beverage outlet?  
(10)

Q.9. Briefly explain in **one or two** sentences (**any ten**):

- |                   |                      |
|-------------------|----------------------|
| (a) Canopy        | (b) Beverage urns    |
| (c) Sneeze guard  | (d) Soup tureen      |
| (e) Chafing dish  | (f) Food thermometer |
| (g) Finger buffet | (h) Fork buffet      |
| (i) OHP           | (j) Podium           |
| (k) Riser         |                      |

(10x1=10)

Q.10. State True or False:

- (a) Herring bone is a type of banquet seating arrangement.
- (b) Banquet chairs have armrest for guest comfort.
- (c) Word buffet mean side board in French.
- (d) Banquet function prospectus is a bill on which guest pays the amount for the function.
- (e) Buffet menu has a choice of food items.
- (f) Flambe is not a part of gueridon service.
- (g) We serve a la cart menu in banquets.
- (h) Kitchen stewarding is responsible for cleaning, polishing and maintaining of kitchen equipment.
- (i) Wine is used for Flambe service.
- (j) Steak Diane is a type of sandwich.

(10x1=10)

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ROLL No.....

NATIONAL COUNCIL FOR HOTEL MANAGEMENT  
AND CATERING TECHNOLOGY, NOIDA  
**ACADEMIC YEAR 2011-2012**

COURSE : 5<sup>th</sup>Semester of 3-year B.Sc. in H&HA  
SUBJECT : Advance Food Production Operations - I  
TIME ALLOWED : 03 Hours MAX. MARKS: 100

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(Marks allotted to each question are given in brackets)

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Q.1. What is larder? Explain the various preparations prepared in larder section in detail.

**OR**

Explain the duties and responsibilities of Chef Garde Manger. Also mention about the control device used in larder section.

(10)

Q.2. Define charcuterie. What do you understand by sausage? Mention about various sausage casings and explain **any one** in brief.

(2+2+6=10)

**OR**

Write short notes on (**any two**):

(a) Paté                      (b) Terrine                      (c) Roulade

(2x5=10)

Q.3. What are the various types of sandwiches? Explain in detail about bookmaker and croquet monsieur.

(5+5=10)

Q.4. What are the brines and marinades? What are the various components of marinade?

**OR**

Write short notes on (**any two**):

(a) Salami                      (b) Gallantines                      (c) Canapes

(2x5=10)

Q.5. (a) Wine plays a crucial role in kitchen. Explain the statement.

(b) What are the factors taken into consideration while using wine in kitchen.

(5+5=10)

Q.6. Aspic plays a very important role in cold kitchen. Explain the statement. (10)

Q.7. Explain the following terms (**any five**):

- |                      |                |
|----------------------|----------------|
| (a) Ice sculpture    | (b) Pastillage |
| (c) Tallow sculpture | (d) Hamburger  |
| (e) Fricassée        | (f) Stew       |

(5x2=10)

Q.8. What is truffle? Explain in brief about white and black truffle.

**OR**

What is foie gras? Explain the various preparations of foie gras.

(10)

Q.9. (a) Explain the various preparations in which forcemeat can be used.

(b) What is chaud-froid? Explain its classification.

(5+5=10)

Q.10. Match the following:

- |                          |                  |
|--------------------------|------------------|
| (a) Tallow sculpture     | (i) Mettwurst    |
| (b) Bacon                | (ii) Hot dog     |
| (c) Hamburger            | (iii) Beef fat   |
| (d) Cooked sausage       | (iv) Cured meat  |
| (e) Fresh smoked sausage | (v) Cream        |
| (f) Mousseline           | (vi) Mushroom    |
| (g) Champignon           | (vii) Bone saw   |
| (h) Larder               | (viii) Submucosa |
| (i) Natural casings      | (ix) Germany     |
| (j) Artificial casings   | (x) Ham          |
|                          | (xi) Cellulose   |

(10x1=10)

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ROLL No.....

NATIONAL COUNCIL FOR HOTEL MANAGEMENT  
AND CATERING TECHNOLOGY, NOIDA  
**ACADEMIC YEAR – 2013-2014**

COURSE : 5th Semester of 3-year B.Sc. in H&HA  
SUBJECT : Financial Management  
TIME ALLOWED : 03 Hours MAX. MARKS: 100

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(Marks allotted to each question are given in brackets)

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Q.1. Financial Planning is key to success. What are the basic fundamentals of financial planning?

**OR**

Explain the goals of financial management.

(10)

Q.2. Define working capital. What factors would you take into consideration in estimating the working capital needs of a budget hotel?

**OR**

What do you understand by the term "over capitalization"? State the factors responsible for such a state of affairs.

(10)

Q.3. Write short notes on:

- (a) Debt-equity Ratio
- (b) Over-Trading
- (c) Any two financial statements

**OR**

Evaluate the following as a form of financing:

- (a) Equity shares
- (b) Preference shares
- (c) Debentures

(3+3+4=10)

Q.4. Write short notes on:

- (a) Deferred Revenue Expenditure
- (b) Pay Back Period Method
- (c) Net Working Capital
- (d) Net Present Value Method

(4x2 ½ =10)

- Q.5. From the following Balance Sheets of Arora Co. Ltd. for the period 31<sup>st</sup> March 2009 and 31<sup>st</sup> March 2010, prepare schedule of changes in Working Capital and Funds Flow Statement:

**BALANCE SHEET AS ON 31<sup>ST</sup> MARCH**

Liabilities	2009 Amount in `	2010 Amount in `	Assets	2009 Amount in `	2010 Amount in `
Share capital	3,00,000/-	4,00,000/-	Plant	95,000/-	90,000/-
Sundry Creditors	60,000/-	30,000/-	Furniture	20,000/-	40,000/-
Bills Payable	40,000/-	70,000/-	Equipment	-	70,000/-
			Debtors	1,60,000/-	1,50,000/-
			Stock	1,25,000/-	1,50,000/-
<b>TOTAL</b>	<b>4,00,000/-</b>	<b>5,00,000/-</b>	<b>TOTAL</b>	<b>4,00,000/-</b>	<b>5,00,000/-</b>

(10)

- Q.6. There are two projects A & B. Each project require an investment of `2,00,000/-. Rank these projects according to the 'Pay Back Period' method on the basis of the following information:

**PROFIT/ INFLOWS OF CASH**

Years	Project A in `	Project B in `
1	10,000	20,000
2	20,000	40,000
3	40,000	60,000
4	50,000	80,000
5	80,000	-

(10)

- Q.7. State True or False:

- (a) Gross profit is sales minus cost of goods sold.
- (b) Working capital is the difference between current assets minus current liabilities.
- (c) Average Stock is calculated:  

$$\frac{\text{Opening Stock plus closing stock}}{2}$$
- (d) Equity share capital is also known as risk capital.

(e) Retaining of huge cash balances is a sound policy.

(5x1=5)

Q.8. Following are the Balance Sheets of a concern for the years 2000 and 2001. Prepare a comparative balance sheet and study/report on the financial position of the concern:

Liabilities	2000 Amount in `	2001 Amount in `	Assets	2000 Amount in `	2001 Amount in `
Share capital	6,00,000/-	8,00,000/-	Land & Building	3,70,000/-	2,70,000/-
Reserves & Surplus	3,30,000/-	2,22,000/-	Plant	4,00,000/-	6,00,000/-
Debentures	2,00,000/-	3,00,000/-	Furniture	20,000/-	25,000/-
Loan	1,50,000/-	2,00,000/-	Other fixed assets	25,000/-	30,000/-
Bills Payable	50,000/-	45,000/-	Cash & Bank	20,000/-	80,000/-
Sundry Creditors	1,00,000/-	1,20,000/-	Bills Receivable	1,50,000/-	90,000/-
Current Liabilities	6,000/-	10,000/-	Sundry Debtors	2,00,000/-	2,50,000/-
			Stock	2,50,000/-	3,50,000/-
			Pre-paid expenses	1,000/-	2,000/-
<b>TOTAL</b>	<b>14,36,000/-</b>	<b>16,97,000/-</b>	<b>TOTAL</b>	<b>14,36,000/-</b>	<b>16,97,000/-</b>

OR

Rank the following projects in the order of their desirability according to the Net Present Value Method:

Project	Year 1 - `	Year 2 - `	Year 3 - `	Year 4 - `	Year 5 - `
A	5000	10000	10000	3000	2000
B	20000	10000	5000	3000	2000

Initial investment:

Project A - `20000

Project B - `30000

Discount rate 10%

Present value `1/- @10% (discount factor) using present value tables:

Year1	Year 2	Year 3	Year 4	Year 5
.909	.826	.751	.683	.621

(15)

Q.9. Distinguish between Fund Flow Statement and Cash Flow Statement.

(10)

Q.10. Following is the Profit & Loss Account of M/s. Arbaz Hotel Ltd. for the period ending 31.03.2010. Calculate:

- (a) Gross profit ratio
- (b) Net profit ratio
- (c) Operating ratio
- (d) Administrative expenses ratio

Debit	Amount in `	Credit	Amount in `
To opening stock	1,00,000/-	By sales	5,60,000/-
To Purchases	3,50,000/-	By closing stock	1,00,000/-
To Wages	9,000/-		
To gross profit	2,01,000/-		
<b>TOTAL</b>	<b>6,60,000/-</b>	<b>TOTAL</b>	<b>6,60,000/-</b>
To Administrative expenses	20,000/-	By gross profit	2,01,000/-
To Selling & Marketing expenses	89,000/-	By interest (outside business)	10,000/-
To Non-operating expenses	30,000/-	By Profit on sale on investment	8,000/-
To Net Profit	80,000/-		
<b>TOTAL:</b>	<b>2,19,000/-</b>	<b>TOTAL:</b>	<b>2,19,000/-</b>

(10)

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NATIONAL COUNCIL FOR HOTEL MANAGEMENT  
AND CATERING TECHNOLOGY, NOIDA  
**ACADEMIC YEAR – 2013-2014**

COURSE : 5th Semester of 3-year B.Sc. in H&HA  
SUBJECT : Financial Management  
TIME ALLOWED : 03 Hours MAX. MARKS: 100

(Marks allotted to each question are given in brackets)

Q.1. From the following Balance Sheet prepare a funds flow statement:

Particulars	2011 Amount in `	2012 Amount in `
<b>Assets</b>		
Cash	1,06,000/-	62,000/-
Investments	1,74,000/-	-----
Stock-in-trade	8,64,000/-	13,66,000/-
Sundry Debtors	6,92,000/-	10,56,000/-
Net fixed assets	22,26,000/-	27,96,000/-
<b>TOTAL</b>	<b>40,62,000/-</b>	<b>52,80,000/-</b>
<b>Liabilities</b>		
Sundry Creditors	8,26,000/-	12,54,000/-
Bills payable	4,52,000/-	6,28,000/-
Loan from bank	2,00,000/-	4,70,000/-
Reserves and Surplus	13,84,000/-	17,28,000/-
Share capital	12,00,000/-	12,00,000/-
<b>TOTAL</b>	<b>40,62,000/-</b>	<b>52,80,000/-</b>

**OR**

What is a funds flow statement? Draw an imaginary format of schedule of change in working capital.

(10)

Q.2. Distinguish between funds flow statement and cash flow statement.

**OR**

Explain cash flow statement. What are the limitations of funds flow statement?

(10)

Q.3. What is capital structure? What are the factors determining capital structure?

(10)

Q.4. Following are the summarized Profit & Loss account and Balance Sheet of Apollo Tyres Ltd. for the year ended 31<sup>st</sup> December 2011:

**PROFIT AND LOSS ACCOUNT**

Debit	Amount in `	Credit	Amount in `
To Opening stock	9,950/-	By Sales	85,000/-
To Purchases	54,525/-	By Closing stock	14,900/-
To Carriage Inwards	1,425/-		
To Gross Profit c/d	34,000/-		
	<b>99,900/-</b>		<b>99,900/-</b>
To Office expenses	15,000/-	By Gross Profit c/d	34,000/-
To Selling expenses	3,000/-	By Profit on sale of shares	600/-
To Financial expenses	1,500/-	By Interest on investments	300/-
To Loss on sale of an Asset	400/-		
To Net Profit c/d	15,000/-		
	<b>34,900/-</b>		<b>34,900/-</b>

**BALANCE SHEET**

Liabilities	Amount in `	Assets	Amount in `
Share Capital	20,000/-	Land and Buildings	15,000/-
Reserves	9,000/-	Plant	8,000/-
Profit and Loss Account	6,000/-	Stock	14,000/-
Bank overdraft	3,000/-	Debtors	7,000/-
Sundry Creditors	8,000/-	Bills receivables	1,000/-
Outstanding expenses	2,000/-	Cash and Bank balance	3,000/-
	<b>48,000/-</b>		<b>48,000/-</b>

Calculate the following ratios:

- |                                   |                                 |
|-----------------------------------|---------------------------------|
| (a) Current ratio                 | (b) Quick ratio                 |
| (c) Gross profit ratio            | (d) Net Profit ratio            |
| (e) Debt-equity ratio             | (f) Fixed assets turnover ratio |
| (g) Return on shareholders' funds | (h) Inventory turnover ratio    |
| (i) Debtors turnover ratio        | (j) Creditors turnover ratio    |

(10x1=10)

**OR**

What do you mean by ratio analysis? Explain the limitations of accounting ratios.

(10)

Q.5. What is financial management? Describe the functions of finance manager.

(10)

- Q.6. What is financial planning? Briefly explain **two** financial statements. (10)
- Q.7. From the following Balance Sheets, prepare a Comparative Balance Sheet:

**BALANCE SHEET AS ON 31<sup>ST</sup> DECEMBER (in lakhs of `)**

Liabilities	2011	2012	Assets	2011	2012
Bills payable	50	75	Cash	100	140
Sundry creditors	150	200	Debtors	200	300
Tax payable	100	150	Stock	200	300
Debentures	100	150	Land	100	100
Preference capital	300	300	Buildings	300	270
Equity capital	400	400	Plant	300	270
Reserves	200	245	Furniture	100	140
<b>Total</b>	<b>1,300</b>	<b>1520</b>	<b>Total</b>	<b>1,300</b>	<b>1520</b>

OR

From the following Profit and Loss Account, prepare a Common size income statement:

Particulars	2011	2012	Particulars	2011	2012
To cost of goods sold	600	750	By Net sales	800	1000
<b>To Operating expenses:</b>					
Administration expenses	20	20			
Selling expenses	30	40			
To Net Profit	150	190			
<b>TOTAL:</b>	<b>800</b>	<b>1000</b>		<b>800</b>	<b>1000</b>

(10)

- Q.8. What is working capital? What are various types of working capital? Explain the various factors to be considered for determining the working capital of a firm. (10)

- Q.9. Write short notes:
- Over capitalization
  - Under capitalization
  - Trading on equity
  - Wealth maximization

(4x2 ½ =10)

Q.10. State True or False:

- (a) Traditionally the role of Finance Manager was restricted to acquisition and efficient allocation of funds.
- (b) Efficient management of every business is closely linked with efficient management of its finance.
- (c) Debt equity ratio is a solvency ratio.
- (d) "Acid test ratio" denotes liquidity.
- (e) For stock turnover ratio, average stock is to be calculated.
- (f) Fund flow refers to change in long-term funds.
- (g) Working capital is the difference between fixed assets and current assets.
- (h) There is no difference between a forecast and a budget.
- (i) Equity shares are entitled to dividend at a fixed rate.
- (j) Discounted cash flow techniques take into account the time value of money.

(10x1=10)

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ROLL No.....

NATIONAL COUNCIL FOR HOTEL MANAGEMENT  
AND CATERING TECHNOLOGY, NOIDA  
**ACADEMIC YEAR 2011-2012**

COURSE : 5<sup>th</sup>Semester of 3-year B.Sc. in H&HA  
SUBJECT : Front Office Management - I  
TIME ALLOWED : 03 Hours MAX. MARKS: 100

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(Marks allotted to each question are given in brackets)

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- Q.1. Discuss the three ways of determining room rates. (10)
- Q.2. What is yield management? Why do hotels use this system? (5+5=10)
- Q.3. Answer **any five**:
- |                      |                        |
|----------------------|------------------------|
| (a) Room occupancy % | (b) Double occupancy % |
| (c) RevPAR           | (d) House count        |
| (e) No-show %        | (f) ARR                |
| (g) Yield %          | (h) Understay %        |
- (5x2=10)
- Q.4. What are the tools and items (reports) to be evaluated by the Front Office Manager for the smooth running of the department? (10)
- Q.5. Write short notes on (**any two**):
- |                    |             |
|--------------------|-------------|
| (a) Fidelio system | (b) Amadeus |
| (c) IDS            | (d) Gelileo |
- (2x5=10)
- Q.6. Write the full form of:
- |          |           |         |
|----------|-----------|---------|
| (a) FRRO | (b) PATA  | (c) ADR |
| (d) POS  | (e) EPABX | (f) USP |
| (g) MCO  | (h) VPO   | (i) WTO |
| (j) TIPS |           |         |
- (10x1=10)

- Q.7. (a) Define budget.  
(b) What are the limitations of a budget?  
(c) What are the objectives of budgetary control?

(2+4+4=10)

**OR**

- (a) How budgetary control is applied?  
(b) What are the essentials of effective budgetary control?

(4+6=10)

- Q.8. What do you mean by forecasting room availability? Explain.

(10)

**OR**

Define:

- (a) Material management system.  
(b) Telephone management system.  
(c) Point of sales module.

(3+3+4=10)

- Q.9. What is the front desk module of IDS package?

**OR**

What elements may be included while planning successful yield strategy.

(10)

- Q.10. A hotel with 100 saleable rooms just finished a 30 days accounting period and had 1500 rooms sold on double occupancy and 600 rooms sold on single occupancy.

The room sales totaling to `30,00,000/-. Calculate the following:

- (a) Room occupancy %  
(b) Bed occupancy %  
(c) Average room rate  
(d) Average number of guests per room.

**OR**

What are the tools and strategies used for yield management?

(10)

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ROLL No.....

NATIONAL COUNCIL FOR HOTEL MANAGEMENT  
AND CATERING TECHNOLOGY, NOIDA  
**ACADEMIC YEAR – 2013-2014**

COURSE : 5th Semester of 3-year B.Sc.in H&HA (**Specialisation**)  
SUBJECT : Strategic Management  
TIME ALLOWED : 03 Hours MAX. MARKS: 100

(Marks allotted to each question are given in brackets)

Q.1. Explain in detail about McKinsey's 7 S frame work. (10)

Q.2. Explain in detail about Strategy formulation. (10)

Q.3. What are the characteristics of a Mission Statement?  
**OR**  
Define Strategic Management process. Explain the need of Strategic Management in the business industry. (10)

Q.4. Explain in detail about Adaptive search and Intuition search.  
**OR**  
Explain in detail about Strategic factors and Picking Niches. (10)

Q.5. Explain in detail about the Evaluation of Strategy.  
**OR**  
Define a Policy. Explain its functional areas. (10)

Q.6. Define the following:  
(a) Liquidation                      (b) Divestiture  
(c) Joint venture                      (d) Market penetration (4x 2 ½ =10)

Q.7. Explain in detail about BCG Matrix.  
**OR**  
Explain in detail about the Environmental Analysis. (10)

Q.8. Write in detail about SWOT Analysis. (10)

Q.9. What do you mean by a Mission, Vision, Objectives and Goals? (10)

Q.10. **A** What do you mean by the following in Strategic Management?  
(i) SPACE (ii) QUEST (iii) QSPM  
(iv) BCGM (v) TOWS

**B** Fill in the blanks:

- (i) Jet Airways acquires SAHARA Airlines is \_\_\_\_\_.
- (ii) A restaurant purchasing Bakery is \_\_\_\_\_.
- (iii) A hotel acquiring a chain of travel agents is \_\_\_\_\_.
- (iv) ITC a cigarette company into the hotel industry is an example of \_\_\_\_\_.
- (v) Camlin which is famous for stationery products have come out with stitching and fabric paintings is an example of \_\_\_\_\_.

(5+5=10)

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