

NATIONAL COUNCIL FOR HOTEL MANAGEMENT
AND CATERING TECHNOLOGY, NOIDA
ACADEMIC YEAR 2023-2024

COURSE : 5th Semester of 3-year B.Sc. (HHA) Program
SUBJECT : Advance Food & Beverage Operations-I
TIME ALLOWED : 03 Hours MAX. MARKS: 100

(Marks allotted to each question are given in brackets)

- Q.1. Define guéridon service. Name four commonly used guéridon trolleys. Write advantages & disadvantages of working on a guéridon trolley.

(2+2+6=10)

OR

Define banquet. Draw and explain any four banquet setup styles.

(2+8=10)

- Q.2. List and explain in detail the different guiding principles of a modern buffet operation.

OR

As the banquet manager of a hotel prepare a check list for an outdoor party catering where the only responsibility of the hotel is to serve food and beverage to the guest who are expected to be 500 in number.

(10)

- Q.3. List and explain the different types of buffet seen in luxury hotel operation.

OR

Write down the detailed job description of Kitchen Stewarding Manager.

(10)

- Q.4. Draw a labelled layout of a restaurant. Discuss the step by step procedure involved in restaurant planning.

(5+5=10)

OR

Describe menu planning. List the constraints in menu planning. Plan three course Banquet menu for a 200 pax birthday party.

(2+2+6=10)

- Q.5. Write short notes on (any two):

- i) Toast procedure
- ii) Informal banquet
- iii) Banquet booking procedure

(5x2=10)



- Q.6. Calculate the minimum area of the venue required to conduct a formal banquet function with the following data:
Total number of invites are 231.
Number of invites on the top table are 15. Top table is made up of rectangular table having dimension of 6ft*3ft
Rest of the invites are to be accommodated on round tables of 5ft diameter. (10)
- Q.7. Draw the format of a function prospectus. Also illustrate its significance. (8+2=10)
- Q.8. Discuss various factors to create impulsive buying amongst the guest dining in a multi-specialty restaurant. List factors to be considered while purchasing heavy duty equipment for a large restaurant. (5+5=10)
- Q.9. State True or False:
- i) Alcohol is served in banquets on notified dry days.
 - ii) State banquets is arranged in honor of foreign dignitaries.
 - iii) Location is one the criteria for menu planning.
 - iv) A` la carte menu is served in an informal banquet.
 - v) Maximizing profit is the economic goal of a restaurant
 - vi) In a formal banquet, no seating plan is followed.
 - vii) The guest capacity of a restaurant is directly proportional to the number of staff required.
 - viii) Lighting is a major element in restaurant décor.
 - ix) Banquet manager is responsible for achieving banquet sales target.
 - x) Liqueur trolley displays a wide variety of spirits and glassware in a gourmet restaurant. (10x1=10)
- Q.10. Match the following:
- | | |
|-----------------------|--|
| i) Kitchen stewarding | a) Light meals consumed in late afternoon |
| ii) Toasting | b) Waiting room |
| iii) Finger buffet | c) Tall stand |
| iv) Suzette pan | d) Goods available for sale |
| v) Relevé | e) Popular hors d'oeuvre |
| vi) Prawn cocktail | f) Master of ceremony |
| vii) Inventory | g) Ensures supply of clean cutlery, crockery & glassware |
| viii) Lectern | h) No cutlery required |
| ix) Ante-room | i) Suitable for making pan-cakes |
| x) Hi-tea | j) Heavy maincourse |
- (10x1=10)



NATIONAL COUNCIL FOR HOTEL MANAGEMENT
AND CATERING TECHNOLOGY, NOIDA
ACADEMIC YEAR 2023-2024

COURSE	:	5 th Semester of 3-year B.Sc. (HHA) Program	
SUBJECT	:	Advance Food Production Operations-I	
TIME ALLOWED	:	03 Hours	MAX. MARKS: 100

(Marks allotted to each question are given in brackets)

- Q.1. Explain the importance of larder kitchen. Draw the hierarchy chart of larder kitchen of a large Hotel. List four commercial larder equipment.

OR

What is the significance of larder control? Draw a labelled layout of larder section. In brief write the role of larder chef in smooth functioning of larder section in a commercial hotel.

(2+6+2=10)

- Q.2. Define sausage. Explain any two types of sausages with respect to the type of casing and filling used in making and its country of origin.

(2+8=10)

OR

What is force meat? Describe the composition of traditional force meat. Name any two types of force meat.

(2+6+2=10)

- Q.3. Non-edible displays are the focal point of elaborate buffets. Justify the statement by describing the basic method of preparation & uses of any four non-edible displays.

(4x2½=10)

OR

Explain any two types of appetizers with suitable examples. Also discuss the ideal use of herbs in French cooking.

(6+4=10)

- Q.4. Describe the various parts of sandwiches with suitable examples.

(10)

OR

Write the method of preparation of **any two**:

- i) Quenelles
- ii) Parfaits
- iii) Roulades

(2x5=10)

- Q.5. Write the types and uses of **any two**:

- i) Truffles
- ii) Garnishes
- iii) Brines

(2x5=10)



Q.6. In brief describe the following (any four):

- i) Aspic
- ii) Roulade
- iii) Pâté de foie gras
- iv) Salami
- v) Kiev
- vi) Gelee

(4x2½=10)

Q.7. Differentiate between (any two):

- i) Bacon and green bacon
- ii) Cure and marinade
- iii) Terrine and Pâté

(2x5=10)

Q.8. What is Chaudfroid? Explain the types and uses of chaudfroid.

(2+8=10)

Q.9. State True or False:

- i) Larding needles are used to tie meat loaves.
- ii) Casing is the natural membrane used to enclose forcemeat.
- iii) Barding is to cover a meat with layer of fat before cooking.
- iv) Confit is quick cooking of duck in fat.
- v) Boneless piece of meat, poultry or fish is called fillet.
- vi) Béchamel is a derivative sauce.
- vii) Oeuf is the French term for fish.
- viii) Sautéing is a slow cooking method.
- ix) A leavened bread is made without yeast.
- x) Aging is essential to improve the tenderness of meat.

(10x1=10)

Q.10. Match the following:

- i) Offal
- ii) Basil
- iii) Ragout
- iv) Neapolitan salami
- v) Trussing
- vi) Albumen
- vii) Mince
- viii) Lard
- ix) Au-Jus
- x) Chop

- a) Italian dry sausage
- b) Stew of meat, fish & vegetable
- c) Edible organs of animal
- d) Very fine paste of meat
- e) Pork fat
- f) Rough cut of meat
- g) Mediterranean herb
- h) Meat served in its own juice
- i) Protein of egg white
- j) To tie meat or poultry

(10x1=10)



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NATIONAL COUNCIL FOR HOTEL MANAGEMENT
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ACADEMIC YEAR 2023-24

COURSE	:	5 th Semester of 3-year B.Sc. (HHA) Program	
SUBJECT	:	Front Office Management-I	
TIME ALLOWED	:	03 Hours	MAX. MARKS: 100

(Marks allotted to each question are given in brackets)

Q.1. What is meant by forecasting rooms availability? What are the factors that determine availability of rooms?

OR

What is the need of preparing a ten days forecast? Draw a ten days forecast form.

(10)

Q.2. Enlist the points to be kept in mind while preparing the front office budget. Draw a neat format of front office budget of a medium size hotel.

OR

Explain in detail the various stages of budgetary cycle. Give two benefits and two limitations of budgeting.

(6+4=10)

Q.3. What are Property Management Systems? Name any two commonly used PMS in luxury hotels. Describe in detail any three modules of a Property Management System.

(2+2+6=10)

OR

Explain the importance of need analysis before purchasing a PMS. Write in detail about IDS.

(5+5=10)

Q.4. Hotel Paradise was purchased by an investor for Rs. 80 crores. It has 400 rooms and targets a 75% occupancy in the coming year. Calculate the ADR based on Rule of Thumb.

OR

Hotel Samudra has 400 rooms out of which 2 are under repair and 102 occupied. It has bookings for 148 rooms for a particular day. Considering it has no shows averaging at 7, early departures 8, overstays 4 and walk ins at 10, find out the total number of rooms available on that day.

(10)

Q.5. Differentiate between the following (any four):

- i) Market based and cost based pricing
- ii) Zero based and traditional budgets
- iii) PMS and GDS
- iv) Fixed and variable costs
- v) Judgmental and quantitative methods of forecasting

(4x2½=10)

Q.6. Enlist and explain in detail any five ways of evaluating front office operations.

(10)



Q.7. Write short notes on (any two):

- i) Refining forecast
- ii) Multiple occupancy %
- iii) Skills required for room forecasting
- iv) Hubbart's Formula

(2x5=10)

Q.8. A. Enlist any 5 sources of revenue and any 5 expense allocations in front office budgets.
B. Give the objectives of budgetary control.

(5+5=10)

Q.9. A. Fill in the blanks:

- i) _____ forecasts are setting unrealistically conservative forecasts for the express purpose of easily exceeding them.
- ii) Full form of IDS is _____.
- iii) _____ rate indicates the point at which rooms are sold at no profit and no loss.
- iv) Key factors governing budget planning are also known as _____.
- v) The term FF&E stands for _____.

B. State True or False:

- i) A pick up report summarizes reservation activity indicating number of rooms booked.
- ii) Amadeus is not a very popular Global Distribution System.
- iii) A budget is a futuristic financial statement that sets targets and provides financial resources to achieve them.
- iv) Full form of MLOS restrictions is maximum length of stay restrictions.
- v) Dump rate is the rate offered to guests without any consideration for losses only focused on maximizing occupancy.

(5+5=10)

Q.10. Match the following:

- | | |
|---------------------------|---|
| i) Commercial rate | a) No-charge to the guest |
| ii) House count | b) Income & expense generating areas |
| iii) Posting | c) Delay in payment from an account |
| iv) Wash down | d) Entry made in guest account |
| v) Bottom-up | e) Number of guests residing |
| vi) Crib rate | f) Report option in a PMS |
| vii) Data sort | g) Blocking lesser rooms than the requested numbers |
| viii) Float | h) Presenting less expensive rates first |
| ix) Departmental accounts | i) Rates offered to business clients |
| x) Complimentary rate | j) Cradle provision |

(10x1=10)



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NATIONAL COUNCIL FOR HOTEL MANAGEMENT
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ACADEMIC YEAR – 2023-2024

COURSE : 5th Semester of 3-year B.Sc. (HHA) Program
SUBJECT : Accommodation Management-I
TIME ALLOWED : 03 Hours MAX. MARKS: 100

(Marks allotted to each question are given in brackets)

Q.1. Write the different types of contract pricing adopted in hotels. List out advantages and disadvantages of contract services. (4+6=10)

OR

Define 'training'. Explain different techniques of training. (2+8=10)

Q.2. Explain various types of purchasing methods used in hotels.

OR

Enumerate the stages involved in purchasing. (10)

Q.3. Discuss about the housekeeping facilities offered in hostels. How does it differ from housekeeping in a hotel? Draw the organization chart of the housekeeping department of a 200 rooms tourist hostel.

OR

Describe duty roster. List the various shifts which may be scheduled for housekeeping staff. Draw a sample shift wise duty roster for housekeeping supervisors for a 100 rooms hotel. (2+2+6=10)

Q.4. Define 'First-aid'. Prepare a poster on visual instruction for first-aid of **(any four)**:

i) Cuts & Burns

ii) Drowning

iii) Eye injury

iv) Choking

v) Nose Bleed

vi) Fracture

(2+8=10)

OR

What are the techniques of time and motion study? (10)

Q.5. Discuss the importance of energy monitoring in key areas of the hotel. List few tips to control wastage of water in hotel.

(5+5=10)

Q.6. Arrange the following in chronological sequence and explain **(any two)**:

i) Performance Standard

ii) Inventory levels

iii) Area inventory list

iv) Productivity standard

v) Frequency schedule

(2+4+4=10)



Q.7. Answer in few lines (**any four**):

- i) Standard Operating Module
- ii) Performance appraisal
- iii) Zero-base scheduling
- iv) Job specification
- v) Buddy system

(4x2½=10)

Q.8. Define 'budget'. Explain different types of budget prepared in luxury hotels.

(2+8=10)

Q.9. State True or False:

- i) CRP stands for Cardio-pulmonary-resuscitation.
- ii) Employee training is essential to deal with emergencies.
- iii) It is not advisable to place guest valuables in safe deposit box.
- iv) Restoration is to plan to incorporate structural changes in the existing property.
- v) Hotels uses CFL and LED lighting to reduce energy consumption.
- vi) Rainwater harvesting replenishes the ground water.
- vii) Night shift is also called full time shift.
- viii) Work schedule is the document that list actual tasks to be performed by an employee.
- ix) Inventory is the stock of all purchased items.
- x) Planning done for scheduled events is called contingency plan.

(10x1=10)

Q.10. Match the following:

- | | |
|----------------------------|-----------------------------|
| i) Procedure Manual | a) Guest amenities |
| ii) Asphyxia | b) Moveable or fixed nozzle |
| iii) Buddy system | c) Instructions |
| iv) Ergonomics | d) Equipment Information |
| v) Grey water | e) Receiving Department |
| vi) Non-recycled inventory | f) Flushing Toilets |
| vii) Bidet | g) Working Environment |
| viii) Log book | h) How to |
| ix) Receipt note | i) Paired |
| x) Card Index System | j) Suffocation |

(10x1=10)



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NATIONAL COUNCIL FOR HOTEL MANAGEMENT
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ACADEMIC YEAR – 2023-24

COURSE : 5th Semester of 3-year B.Sc. (HHA) Program
SUBJECT : Financial Management
TIME ALLOWED : 03 Hours MAX. MARKS: 100

(Marks allotted to each question are given in brackets)

- Q.1. In what ways is the wealth maximization objective superior to the profit maximization objective. Explain in detail.

OR

Define funds flow and cash flow statement. Distinguish between funds flow and cash flow statement.

(10)

- Q.2. Briefly explain about the tools or techniques of financial statement analysis.

OR

Define capital structure. Explain the factors which you will take into account while designing the capital structure of a business.

(10)

- Q.3. Define working capital. Explain the factors that determine the working capital needs of a firm.

OR

Briefly explain about:

- i) Pay back period
iii) Internal rate of return

- ii) Net Present Value
iv) Profitability index

(10)

- Q.4. Write short notes on the following (**any four**):

- i) Indifference point ii) Under capitalisation iii) Financial statements iv) Over trading
v) Financial plan vi) DU Pont chart vii) Equity shares

(4x2½=10)

- Q.5. The following details are related to Cosmos Restaurant for the current year:

Income Statement

Particulars	Amount (Rs.)
Food and beverage revenue	4,02,000
Less: Allowances	2,000
Net Food and beverage revenue	4,00,000
Less: Food and beverage cost	1,00,000
Gross profit	3,00,000
Less: Operating expenses	1,70,000
Net profit	1,30,000

Balance Sheet

Particulars	Amount (Rs.)
Cash balance	6,000
Accounts receivables	16,000
Inventory	1,32,000
Building & Furniture	1,86,000
Total assets	3,40,000
Accounts payable	20,000
Long term debt	80,000
Common stock	2,00,000
Retained earnings	40,000
Total Liabilities	3,40,000

You are required to calculate:

- i) Current ratio ii) Acid test ratio iii) F&B cost%
 iv) Debt equity ratio v) Asset turnover ratio

(5x2=10)

Q.6. From the following balance sheet, prepare a funds flow statement of Green Hotel.

Liabilities	Previous Year (Rs.)	Current Year (Rs.)	Assets	Previous Year (Rs.)	Current Year (Rs.)
Share capital	80,000	1,60,000	Land	20,000	20,000
General reserve	4,000	10,000	Buildings	50,000	90,000
F&B A/C	50,000	60,000	Kitchen equipment	49,000	98,000
Creditors	5,000	3,000	Debtors	15,000	20,000
Bills payable	15,000	25,000	Cash in hand	20,000	30,000
Total	1,54,000	2,58,000	Total	1,54,000	2,58,000

(10)

Q.7. The Modern hotel company limited is planning a reorganization of its banqueting department in 10 hotels. The total initial investment is INR: 800 Crores and its life 10 years.

The projected cash inflows are given below:

Year	1	2	3	4	5	6	7	8	9	10
Cash Inflows (Rupees in Crores)	140	140	140	140	140	160	200	300	200	80

Note: Extract from present value (PV) table

Year	1	2	3	4	5	6	7	8	9	10
PV of rupee -1 at 10% discount rate	0.909	0.826	0.751	0.683	0.621	0.564	0.513	0.467	0.424	0.386

You are required to compute Net present value (NPV) and comment on the results.

(10)



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NATIONAL COUNCIL FOR HOTEL MANAGEMENT
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ACADEMIC YEAR – 2023-2024

COURSE	:	5 th Semester of 3-year B.Sc. in H&HA Program	
SUBJECT	:	Strategic Management	
TIME ALLOWED	:	02 Hours	MAX. MARKS: 50

(Marks allotted to each question are given in brackets)

- Q.1. What is a mission statement? How do you evaluate a mission statement?
OR
Define the term strategic management. How will you develop strategies for an upcoming business hotel in a metropolitan city? (10)
- Q.2. Why do you scan a business environment? List the techniques for scanning the internal environmental factors.
OR
What are retrenchment strategies? Explain all types of retrenchment strategies. (10)
- Q.3. Illustrate expansion strategy with suitable examples.
OR
With the help of a neat diagram explain the BCG Matrix. (5)
- Q.4. Explain the importance of functional plans and policies.
OR
Explain the McKinsey 7s framework. (5)
- Q.5. Distinguish between management and leadership styles. (5)
- Q.6. Explain quantitative strategic positioning matrix. (5)
- Q.7. State True or False:
i) Entrepreneurs searches for new opportunities in a competitive market.
ii) KPI stands for key pressure indicators in a business.
iii) TOWS Matrix starts with external environment analysis.
iv) Liquidation strategy means opening new startup company.
v) Joint venture is a business agreement between two companies. (5x1=5)
- Q.8. Match the following:
i) Baseline
ii) Core competency
iii) Benchmark
iv) Growth
v) Line-Manager
a) Industry standard
b) Measurable increase in output
c) Person who heads a department
d) Product differentiation factor
e) Actual performance level (5x1=5)

