

SUBJECT CODE:

EXAM DATE: 21.11.2022

ROLL No.....

ALL INDIA COUNCIL FOR HOTEL MANAGEMENT  
AND CATERING TECHNOLOGY, NOIDA  
ACADEMIC YEAR – 2022-23

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. From the Balance Sheets, calculate following Ratio:

- a) Debt-equity Ratio                      b) Current Ratio                      c) Fixed Assets Ratio  
d) Acid Test Ratio                      e) Debt to Total Fund Ratio

Liabilities	Amount (in Rs.)	Assets	Amount (in Rs.)
Equity Capital	1,00,000/-	Fixed Assets	1,40,000/-
Reserve & Surplus	20,000/-	Stock	30,000/-
P & L Account	30,000/-	Debtors	30,000/-
Secured loan	80,000/-	Advances	10,000/-
Creditors	50,000/-	Cash in hand	30,000/-
Provision for Taxation	20,000/-	Goodwill	60,000/-
<b>TOTAL</b>	<b>3,00,000/-</b>	<b>TOTAL</b>	<b>3,00,000/-</b>

(10)

Q.2. Prepare Fund Flow Statement from the following Balance Sheets:

BALANCE SHEETS AS ON 31 <sup>ST</sup> MARCH 2019					
Liabilities	2018 (Rs.)	2019 (Rs.)	Assets	2018 (Rs.)	2019 (Rs.)
Share Capital	6,00,000/-	7,00,000/-	Fixed Assets	6,00,000/-	7,00,000/-
Sundry Creditors	10,000/-	12,000/-	Cash in hand	10,000/-	6,000/-
Outstanding Expenses	8,000/-	5,000/-	Sundry Debtors	8,000/-	11,000/-
Bills payable	5,000/-	6,000/-	Investment	10,000/-	15,000/-
General Reserve	25,000/-	28,000/-	Goodwill	25,000/-	20,000/-
Provision for tax	12,000/-	19,000/-	Cash at Bank	7,000/-	18,000/-
<b>TOTAL</b>	<b>6,60,000/-</b>	<b>7,70,000/-</b>	<b>TOTAL</b>	<b>6,60,000/-</b>	<b>7,70,000/-</b>

OR

Define Fund Flow Statement. Give the formula to derive the fund from operation with example. Draw a proper format of Fund Flow Statement with all its content.

(10)

Q.3. Write Short Notes on (Any five):

- a) Fund from Operation                      b) Cash from Operation                      c) Contingent Liability  
d) Trend Analysis                      e) Capital Employed                      f) Payback period

(5x2=10)

CODE: NC/19/06

Q.4. Prepare a Comparative Balance Sheets from the following:

	2019 (Rs.)	2020 (Rs.)
Share Capital	5,00,000/-	4,00,000/-
Reserves and Surplus	3,00,000/-	2,00,000/-
Loans	1,00,000/-	70,000/-
Current Liabilities	20,000/-	10,000/-
Fixed Assets	8,00,000/-	5,00,000/-
Current Assets	1,20,000/-	1,80,000/-

OR

Calculate the trend percentages from the following data taking 2017 as the base year:

Current Assets	2017	2018	2019	2020
Cash	100	120	130	150
Debtors	150	180	250	300
Stock	200	300	400	500
Other Current Assets	50	75	100	150
<b>TOTAL</b>	<b>500</b>	<b>675</b>	<b>880</b>	<b>1100</b>

(10)

Q.5. Prepare Cash Budget from the following information for four months (April-July):

**RECEIPTS AND PAYMENTS FORECASTS**

MONTHS	CREDIT SALES	CREDIT PURCHASE	WAGES	OFFICE EXPENSES	PRODUCTION EXPENSES	SALES EXPENSES
FEBRUARY	40,000/-	30,000/-	5,000/-	2,000/-	3,000/-	4,000/-
MARCH	50,000/-	40,000/-	6,000/-	1,000/-	3,000/-	2,000/-
APRIL	60,000/-	25,000/-	7,000/-	1,500/-	4,000/-	2,500/-
MAY	50,000/-	40,000/-	8,000/-	800/-	4,500/-	3,000/-
JUNE	40,000/-	20,000/-	6,000/-	2,000/-	5,000/-	3,500/-
JULY	30,000/-	35,000/-	4,000/-	1,200/-	6,000/-	4,000/-

**Additional Information:**

- Cash balance on 1<sup>st</sup> April was Rs. 20,000/-
- Plant & M/c to be purchase in June Rs. 20,000/-
- Interest to be received in May Rs. 3,000/-
- Old machinery is to be sold for Rs. 8,000/- in July
- Repair on building is to cost Rs. 6,000/- to be made during May.
- Tax to be paid in July Rs. 4,000/-
- Lag in payment Wages & Office exp. is One month and Production exp. is Two months.
- Credit allowed by supplier is two months and credit allowed to customers is one month.

OR

Define Cash Budget. Give an example of a Cash Budget of a star hotel of Three Months with all anticipated data with proper explanation.

(10)

- Q.6. Define Working Capital. Discuss the factors which determine Working Capital needs of firm.

**OR**

"Financial Planning is the key to successful business operations". Explain and discuss the basic characteristics of a financial planning of a company.

(10)

- Q.7. A hotel is considering to purchase a machine. Two machines are available X and Y, each costing Rs. 75,000/-. Earning after taxation are as follows:

**CASH FLOWS**

YEAR	MACHINE X (Rs.)	MACHINE Y (Rs.)
1	35,000/-	5,000/-
2	25,000/-	15,000/-
3	20,000/-	30,000/-
4	15,000/-	25,000/-
5	10,000/-	10,000/-

Calculate: Net Present Value

Present Value Rs.1/- @10% (discount factor) using present value table.

Year 1	Year 2	Year 3	Year 4	Year 5
0.909	0.826	0.751	0.683	0.621

(10)

- Q.8. From the following Balance Sheets of Ranjan Ltd. Prepare Cash Flow Statement.

Liability	2015 (Rs.)	2016 (Rs.)	Assets	2015 (Rs.)	2016 (Rs.)
Equity Share Capital	1,50,000/-	2,00,000/-	Goodwill	36,000/-	20,000/-
12% Preference Share Capital	75,000/-	50,000/-	Building	80,000/-	60,000/-
General Reserve	20,000/-	35,000/-	Plant	40,500/-	1,00,000/-
P&L A/c	15,000/-	24,500/-	Debtors	1,19,000/-	1,54,500/-
Creditors	37,500/-	49,000/-	Stock	10,000/-	15,000/-
			Cash	12,000/-	9,000/-
<b>TOTAL</b>	<b>2,97,500/-</b>	<b>3,58,500/-</b>		<b>2,97,500/-</b>	<b>3,58,500/-</b>

Depreciation charges on Plant was Rs. 10,000/- and on Building Rs. 20,000/-.

(10)

- Q.9. Define Capitalization. Explain in details Over Capitalization and Under Capitalization, its effects and remedies.

**OR**

Explain in details the Profit Maximization and Wealth Maximization.

(10)

Q.10. A. State whether each of the following statements is **True** or **False**:

- (i) Excess capital is good for a sound financial plan.
- (ii) Capitalization, capital structure and financial structure mean the same.
- (iii) Working capital is the difference between fixed assets and current assets.
- (iv) Fund flow refers to changes in working capital.
- (v) The income statement discloses the factors responsible for changes in the financial condition of business.
- (vi) Marshaling of Assets & Liabilities is a term used in context of the statement profit & loss account.
- (vii) Liquid Assets contain Stock.
- (viii) Decrease in Goodwill will affect Fund from Operation.
- (ix) Cash from Operation and Fund from Operation both are same.
- (x)  $NPV = PV - \text{Initial Investment}$

(10 x ½ = 5)

B. Fill in the blanks:

- (i) Working Capital = Current Assets – \_\_\_\_\_.
- (ii) Profitability Index (PI) is the resultant value of \_\_\_\_\_ & present value of cash outflow.
- (iii) Difference between Sale and Cost of Sale is \_\_\_\_\_.
- (iv) Goodwill is \_\_\_\_\_ type of assets.
- (v) Decrease in creditors is \_\_\_\_\_ of cash.

(5x1=5)

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ROLL No.....

NATIONAL COUNCIL FOR HOTEL MANAGEMENT  
AND CATERING TECHNOLOGY, NOIDA  
ACADEMIC YEAR – 2022-2023

COURSE	:	5 <sup>th</sup> 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. Define strategic management. Explain the importance and salient feature of mission statement. (2+4+4=10)
- Q.2. Illustrate the importance of environmental analysis in a business organization. (10)
- Q.3. Discuss the significance of SWOT analysis in a business scenario.  
**OR**  
Explain the dynamics of organisational/ internal scanning. (5)
- Q.4. Explain Porter's Five Forces competition analysis.  
**OR**  
What are the different approaches to developing strategies? (5)
- Q.5. Explain Boston Consulting Group (BCG) Matrix.  
**OR**  
Discuss McKinsey's 7S Framework. (5)
- Q.6. Explain the advantages & disadvantages of combination strategies.  
**OR**  
Discuss SPACE matrix. (5)
- Q.7. Write short notes on:  
a) Product Life Cycle                      b) Diversification Strategy (2½ + 2½ =5)
- Q.8. Differentiate between:  
a) Vision and Mission                      b) Forward & backward integrations (2½ + 2½ =5)

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NATIONAL COUNCIL FOR HOTEL MANAGEMENT  
AND CATERING TECHNOLOGY, NOIDA  
**ACADEMIC YEAR 2022-2023**

COURSE : 5<sup>th</sup> Semester of 3-year B.Sc. (HHA) Program  
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. Draw a neat layout of the Larder Kitchen of a Hotel. Write briefly on any five equipment used in Larder. (5+5=10)
- Q.2. Explain the duties and responsibilities of Larder Chef.  
**OR**  
Write a short note on Larder Control. Explain the liaison between Larder and Hot Kitchen. (10)
- Q.3. Explain in detail the parts/ components of a Sausage. (10)
- Q.4. What are the various parts of a Sandwich? Explain the importance of each part.  
**OR**  
Explain step by step the process of making Pate en Croute. (10)
- Q.5. Explain in detail the steps involved in making Chicken Galantine.  
**OR**  
What is Truffle? Explain in brief about black and white Truffle. (10)
- Q.6. What do you understand by the term 'FORCEMEAT'? What are the various types of forcemeat used in charcuterie? (2+8=10)  
**OR**  
Write short notes on the following:  
a) Importance and Components of Marinades  
b) Preparation and use of Aspic (2x5=10)
- Q.7. What are the different types of non-edible displays used in hotels. List the equipment required for ice-carving. (10)

Q.8. Explain the use of wines and herbs in cooking. Write a short note on Appetizers and importance of Garnishes.

(5+5=10)

Q.9. Differentiate between: **(Any two)**:

- |                          |                       |
|--------------------------|-----------------------|
| a) Pate and Terrine      | b) Ham and Bacon      |
| c) Mousse and Mousseline | d) Brining and Curing |

(2x5=10)

Q.10. Explain the following terms **(Any ten)**:

- (i) Kromeskie
- (ii) Green Bacon
- (iii) Chorizo
- (iv) Prague Powder
- (v) Bratwurst
- (vi) Mezze
- (vii) Zakuski
- (viii) Crudités
- (ix) Darné
- (x) Tapas
- (xi) Kielbasa
- (xii) Salami

(10x1=10)

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NATIONAL COUNCIL FOR HOTEL MANAGEMENT  
AND CATERING TECHNOLOGY, NOIDA  
ACADEMIC YEAR 2022-2023

COURSE : 5<sup>th</sup> 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. Develop a concept for an Indian speciality restaurant, with special emphasis on the various variables to be kept in mind while creating the same.

OR

'Feasibility studies can make or mar the future of a potential food outlet'. What are the various points to be borne in mind while conducting a market feasibility study for a restaurant?

(10)

- Q.2. Draw an organization chart of banquet department of a large hotel. Enlist the duties & responsibilities of a banquet manager.

OR

Define State Banquets. Write an elaborate note on protocol in State Banquets.

(10)

- Q.3. A formal banquet of 110 pax, with 15 pax on the head table with 3 sprigs, is to be organised. Keeping in mind the standard guidelines pertaining to banquet table plans and spacing, calculate the following, with proper justifications:

- The number of tables required for the head table
- The number of covers on each sprig
- Length of each sprig
- Whether it is possible to accommodate 3 sprigs within the length of the head table.

(4x2½=10)

OR

Plan an à la carte menu for a 50-seater Indian speciality restaurant which is open for lunch and dinner, keeping in mind the various guidelines to be adhered to while planning restaurant menu.

(10)

- Q.4. Enlist and explain various types of buffet found in hotel.

OR

'Gueridon Service being offered in a restaurant encourages impulse buying'. Elucidate on the statement.

(10)



- Q.5. What are the various factors to be kept in mind while procuring/ selecting heavy and light duty equipment for a restaurant? (10)
- Q.6. Illustrate on the various merits and demerits of Gueridon Service. (10)
- Q.7. 'The Kitchen Stewarding department is the backbone of any hotel.' Discuss with examples. (10)
- Q.8. Write a detailed note, along with diagram, on any five common banquet hall setups followed in hotels. (10)
- Q.9. Give short answers for the following **(Any five)**: (10)
- (i) Task Rota
  - (ii) Lectern
  - (iii) Anteroom
  - (iv) Canopy
  - (v) Scullery
  - (vi) Marquee
  - (vii) Briefing

(5x2=10)

Q.10. Fill in the blanks:

- (i) The minimum space requirement between two sprigs in a formal banquet setup is \_\_\_\_\_ feet.
- (ii) The standard height of a restaurant table from the floor is \_\_\_\_\_ inches.
- (iii) The width of a restaurant chair seat should be \_\_\_\_\_ inches.
- (iv) Henri Charpentier is believed to be the inventor of this flambé dish: \_\_\_\_\_.
- (v) The French equivalent for the staff member responsible for carving meats during Gueridon Service, is \_\_\_\_\_.
- (vi) At formal events, the first guest of honour at the head table sits on the \_\_\_\_\_ side of the host.
- (vii) \_\_\_\_\_ is the term associated with the official procedure or system of rules to be followed during formal events.
- (viii) The designated date when the guest must either book or release the banquet room being tentatively held for him, is referred to as the \_\_\_\_\_ date.
- (ix) The person responsible for announcing the proceedings and making other formal announcements during a formal banquet, is referred to as a \_\_\_\_\_.
- (x) This steak, served on a gueridon, and made from raw, minced beef, is served with a raw egg yolk: \_\_\_\_\_.

(10x1=10)

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**NATIONAL COUNCIL FOR HOTEL MANAGEMENT  
AND CATERING TECHNOLOGY, NOIDA  
ACADEMIC YEAR 2022-23**

COURSE : 5<sup>th</sup> 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. A proposed 200-room Five Star property will cost Rs. 1,00,00,000/- to construct. Of the total required investment, Rs. 80,00,000/- will be secured from the National Bank at the rate of 18% annual interest and Rs. 20,00,000/- will be invested by the owners. The owners desire a 20% annual return on their investment.

The projected occupancy rate is 75% for the year. The hotel pays income taxes @ 20%. The additional expenses are estimated as Property Tax Rs. 1,50,000/-, Depreciation Rs. 1,25,000/-, Marketing & Promotion Rs. 2,00,000/-.

It is estimated that the F & B department will earn Rs 50,000/-, and Health club will be in loss of Rs. 35,000/-. The estimated direct operating expenses of the room department are Rs. 10/- for each occupied room. Consider a year to have 365 days.

Calculate Average Room Rate (ARR) for the hotel.

(10)

Q.2. Hotel Galaxy has the following occupancy history during the month of January 2022:

Total Guests - 525,	Occupied Rooms - 320,	Room Arrivals - 278,
Walk-Ins - 44,	Reservation - 150,	No-shows - 35,
Overstays - 34,	Understays - 22,	Rooms Checkouts - 275

On the basis of the following occupancy history of the Hotel Galaxy. Calculate

i) Walk-in%,    ii) No-shows%,    iii) Overstays%,    iv) Understays%

**OR**

Explain the difference between:

- a) Average Daily Rates and Average House Rates
- b) Revenue Per Available Room and Revenue Per Available Customer
- c) Average Room Rate and Average Daily Rate
- d) Revenue Per Available Customer and Average Rate Per guest

(4x2½ =10)

Q.3. a) Draw the diagram overviewing the Management Process.  
 b) Explain briefly the Front Office Planning Functions.

(5+5=10)

- Q.4. "Every Hotel's Annual Operation Plan is a Profit Plan that addresses all revenue resources and expense items." Keeping mind explain how you will make Front Office Budget.

**OR**

(10)

Write the Forecasting Formula.

The data available on March 1 of the 320-room hotel property Hill Queen are as follows:

OOO rooms – 5, Stayovers rooms – 55, Number of guests with reservations scheduled to arrive – 40. The percentage of no-shows has been recently calculated at 15%. Based on historical data, 9 understays and 16 overstays are also expected. Calculate the number of rooms projected to be available for sale on March 1.

(2+8=10)

- Q.5. Budget is often used to judge the Performance of the Front Office Department. In view of this explain various types of budgets made in Front Office departments.

(10)

- Q.6. As the Front Office Manager, you have to select PMS for your hotel. What will be the considerations other than software and hardware selection you will keep in mind for selectin of PMS?

(10)

- Q.7. Explain briefly (**Any two**):

- a) Budget Variance
- b) Zero-Based Budgeting
- c) Budgetary Control

(5+5=10)

- Q.8. Explain the role of:

- a) IDS as PMS
- b) Amadeus as GDS

**OR**

- a) Explain Yield Statistic.
- b) Beach Resort, a 50-room property has Average Room Rate Rs. 750/- and the occupancy 80%. Assume that the hotel has double occupancy rate of 40% and a room rate differential of Rs. 10/-. Calculate Single Room Rate and Double Room Rate.

(5+5=10)

- Q.9. Explain the following terms briefly (**Any Five**):

- i) Dynamic BAR
- ii) Rule of Thumb
- iii) Types of Forecasts
- iv) Master Budget
- v) Capital Budget
- vi) Distressed Inventory Rate
- vii) The Daily Operation Report

(5x2=10)

Q.10. Give the appropriate term for the following:

- i) A room facing landscape and with veranda.
- ii) The lowest Room Rate below which computer will not accept.
- iii) 6 – 10 comparable hotels in same geographical area.
- iv) Occupied room where guest is staying beyond his scheduled departure date.
- v) Number of rooms occupied by more than one guest divided by number of rooms occupied.
- vi) Budgets remain unchanged over a period.
- vii) The financial control through proper implementation of budget.
- viii) Budgeting adjusting the forecast to reflect the new reality.
- ix) A multipurpose guest room.
- x) A computerized reservation system for a chain or group of hotels.

(10x1=10)

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NATIONAL COUNCIL FOR HOTEL MANAGEMENT  
AND CATERING TECHNOLOGY, NOIDA  
**ACADEMIC YEAR – 2022-2023**

COURSE : 5<sup>th</sup> Semester of 3-year B.Sc. (HHA) Program  
SUBJECT : Accommodation 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. Enumerate the importance of planning activities of Housekeeping department with supporting formats/ documents.

**OR**

Calculate the minimum and maximum stock for shampoo which are supplied in guest rooms considering the following data:

No. of rooms	- 300
No. of shampoo bottles in a room	- 02
1 SPU (Standard Purchase Unit)	- 1000 shampoo
No. of days between orders	- 2 months
Lead Time	- 10 days

(10)

Q.2. Explain different types of shifts for staff scheduling along with advantages for each type of shift.

**OR**

Calculate number of guest room attendant that needs to be scheduled in 300 room hotel having an average occupancy of 70% for all shifts. Plan a duty roaster with proper allocation of staff to support all shift.

(10)

Q.3. What are the benefits, risks factor and principles of ergonomics?

**OR**

What are the steps of method study?

(10)

Q.4. What do you understand by the term recruiting? Highlight the internal and external sources of recruiting. Design an advertisement for floor supervisor.

**OR**

Explain various types of training conducted for housekeeping staff in a five star hotel.

(10)

Q.5. Explain the principles and stages of purchasing.

(10)

Q.6. Differentiate between **(any four)**:

- a) Job description and Job specification
- b) Training and Induction
- c) Job allocation and Work schedule
- d) Capital and Operating budget
- e) Fixed period cost and Unit rate agreement

(4x2½ =10)

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

- a) Teamwork
- b) Effects of high inventory and low inventory
- c) Waste management

(2x5=10)

Q.8. How would you handle the following?

- a) A guest while walking in the garden gets a snake bite.
- b) Maintenance staff cut his finger with rusted iron.
- c) A chef burns his finger from boiling water.
- d) A child running in lobby slips off and suffers a dislocation of bone in his arms.
- e) Due to severe heat a guest walks in with bleeding nose.

(5x2=10)

Q.9. Answer in one line:

- |                             |                          |                         |
|-----------------------------|--------------------------|-------------------------|
| i) Buddy                    | ii) Cradenza             | iii) Recycled inventory |
| iv) Job list                | v) Performance appraisal | vi) Lead time quantity  |
| vii) Non recycled inventory | viii) CPR                | ix) MSD                 |
| x) SOP                      |                          |                         |

(10x1 =10)

Q.10. A. Explain the advantages and disadvantages of manpower outsourcing.

B. Fill in the blanks:

- (i) This method of buying is available from a wide range of suppliers \_\_\_\_\_.
- (ii) \_\_\_\_\_ offers competitive price, wide range of product but no credit and no transportation is provided to the buyer.
- (iii) All items are supplied by a single supplier, reduces paper work \_\_\_\_\_.
- (iv) Daily suppliers are fixed for perishable items such as flowers or groceries \_\_\_\_\_.
- (v) \_\_\_\_\_ buying is useful to purchase furniture and equipment that are not obsolete.

(5+5=10)

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