

ROLL No.....

NATIONAL COUNCIL FOR HOTEL MANAGEMENT
AND CATERING TECHNOLOGY, NOIDA
ACADEMIC YEAR 2025-2026
(Reappear-IGNOU)

COURSE : 5th 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. Draw a neat detailed layout of Garde Manger department and enlist different sections along with the equipment required.

OR

Enlist the functions of larder department and discuss control devices exercised for smooth and effective functioning of the larder department.

(10)

Q.2. What do you understand by term charcuterie? Describe any two types of sausage casings used for sausage making.

(2+8=10)

Q.3. What is forcemeat? Explain its uses and mention different types of forcemeat.

(2+8=10)

Q.4. Briefly explain following (**any five**):

- | | | | |
|----------------------|-----------------|----------------|---------------------|
| i) Pate de Foie gras | ii) Vol-au-vent | iii) Truffle | iv) TCM |
| v) Kielbasa | vi) Parfait | vii) Quenelles | viii) Yield testing |

(5x2=10)

Q.5. Mention different parts of sandwiches and explain in detail types of sandwiches.

OR

What is the importance of culinary garnishes? Explain different garnishes.

(10)

Q.6. What is non-edible display? List the different types of non-edible displays found in hotel and explain them briefly.

OR

Explain the different ways wines used in the hotel kitchens. Enlist uses of herbs in the kitchen.

(10)

Q.7. Differentiate between the following (**any two**):

- i) Mousse and Mousseline
- ii) Galantine and Ballotine
- iii) Ham and Picnic Ham
- iv) Aspic & Gelee

(2x5=10)

Q.8. Classify curing and explain any one of the curing process in detail.

OR

Differentiate between marination and curing. What are the different types of marination?

(10)

Q.9. Describe in points the uses of Chaud Froid in culinary preparations. Explain the quality indicators of Chaud Froid sauce.

(4+6=10)

Q.10. Match the following:

- | | |
|---------------------|-------------------------|
| i) Green bacon | a) Sausage Casing |
| ii) Submucosa | b) Hollandaise |
| iii) Ham | c) French dish |
| iv) Panada | d) Germany |
| v) Frankfurter | e) Mushroom |
| vi) Champignon | f) Hind leg of Pork |
| vii) Ratatouille | g) Cured, Non-Smoked |
| viii) Sauce Paloise | h) Boat shaped pastry |
| ix) Barquettes | i) Italy |
| x) Ossobuco | j) Thick Béchamel Sauce |

(10x1=10)

ROLL No.....

NATIONAL COUNCIL FOR HOTEL MANAGEMENT
AND CATERING TECHNOLOGY, NOIDA
ACADEMIC YEAR 2025-2026
(Reappear-IGNOU)

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. Draw an organization chart of the banquet department of a five star hotel. List down the duties and responsibilities of the banquet manager. (4+6=10)
- OR**
- Define banquet. Draw and explain any four types of banquet setups. (2+8=10)
- Q.2. What are the different types of buffet? List down the advantages of buffet service. (10)
- OR**
- What are the factors considered while setting up a buffet for morning breakfast at a restaurant? Differentiate between finger buffet and fork buffet. (5+5=10)
- Q.3. Explain the importance of banquet protocol with reference to table plans & service procedures. (10)
- OR**
- Draw a layout of a restaurant. Discuss the step by step procedure involved in restaurant planning. (10)
- Q.4. Menu is one of the most important part of the restaurant concept. Explain the process of menu planning. Discuss the various constraint in its planning. (10)
- Q.5. What is Gueridon service? What are the advantages and disadvantages of Gueridon service? (10)
- OR**
- List five types of trollies used in F&B service. Draw and label a flambé trolley. (3+7=10)
- Q.6. Kitchen stewarding department is the backbone of the F&B operations. Explain in detail. (10)
- Q.7. Explain in detail the banquet booking procedure. Draw a format of function prospectus for the function catering. (10)
- Q.8. Explain briefly (**any two**):
- i) Master of ceremony
 - ii) Suzette pan
 - iii) Task rota
 - iv) Toast procedure of a state banquet
- (2x5=10)

Q.9. Answer in one line:

- | | | | |
|-----------------------|--------------------|------------------|-------------------|
| i) Physical inventory | ii) Dias | iii) De-briefing | iv) Carousel |
| v) Lectern | vi) Requisitioning | vii) Ante room | viii) Smorgasbord |
| ix) Gangway | x) Scullery | | |

(10x1=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 the restaurant chair seat should be _____ inches.
 - iv) Henry Charpentiere is believed to have invented this flambé dish _____.
 - v) Staff member responsible for carving meats during Gueridon service is known as _____.
 - vi) Standard size of a banquet cover is _____.
 - vii) _____ ft. space is provided behind the buffet tables for workers to move in and replenish food.
 - viii) _____ is the process of turning sugar into brown color by heating.
 - ix) Accompaniment for banana flambé is _____.
 - x) Equipment used for containing castor sugar, brown sugar etc. is called as _____.
- (10x1=10)

NATIONAL COUNCIL FOR HOTEL MANAGEMENT
AND CATERING TECHNOLOGY, NOIDA
ACADEMIC YEAR 2025-26
(Reappear-IGNOU)

COURSE : 5th 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 the meaning of forecasting room availability, and what factors influence the availability of rooms?
OR
 Explain the importance of ten day and three day forecast report. Draw the format of any one. (10)
- Q.2. What is budgetary control? Explain its importance in context to front office management?
OR
 Explain the budget planning process. (10)
- Q.3. Enlist and define the various types of discounted rates.
OR
 List and define various types of budgets. (10)
- Q.4. Write short notes on:
 i) Budget Variance ii) Hubbart's formula (2x5=10)
- Q.5. Hotel Sunbeam, a 150 room luxury hotel in a bustling city center, is evaluating its performance for the first quarter of the year. The management is focused on key metrics like Average Room Rate (ARR), Revenue per Available Room (RevPAR) and the RevPAR Index to assess how well the hotel is performing in relation to its competitors.
 Data for the first quarter:
- Total Available room nights: 13,500 (150 rooms x 90 days)
 - Total Occupied room nights: 9,000
 - Total Room revenue: \$1,350,000
 - Competitor set's RevPAR: \$130
- i) Calculate the hotel's ARR (Average Room Rate) and interpret its significance.
 ii) What is Hotel Sunbeam's RevPAR, and why is this metric important for performance evaluation?
 iii) Analyze the RevPAR index for Hotel Sunbeam. What does the RevPAR index of hotel Sunbeam imply about the hotel's market performance?
 iv) Suggest two strategies to hotel Sunbeam to improve its RevPAR index. (4x2½=10)
- Q.6. Differentiate between:
 i) RevPAR and RevPAR index ii) Fixed and Variable Cost
 iii) PMS and GDS iv) Overstay and Understay (4x2½=10)

Q.7. Hotel Serenity is a 200 room property. Based on historical data and current bookings, the front office management has the following information:

- Total rooms: 200
- Rooms booked for Monday: 140
- Expected cancellations for Monday: 5% of bookings
- Expected no-shows for Monday: 3% of bookings
- Walk-ins (unreserved guests expected): 8 rooms
- Stayovers: 70
- Expected under-stay: 2%
- Expected over-stay: 3%
- Expected Departures: 40

Forecast the room availability for the upcoming week. (10)

Q.8. List the benefits of PMS. Explain the steps to perform need analysis. (10)

OR

Explain the features of Fidelio. Also the advantages and disadvantages of Fidelio. (10)

Q.9. A. State True or False:

- i) Forecasting only considers the number of rooms currently booked and ignores cancellations or no-shows.
- ii) Forecasting room availability helps a hotel manage staffing levels and inventory more efficiently.
- iii) Advance purchase rates are higher than standard rates because they require full payment at the time of booking.
- iv) Amadeus is a global distribution system (GDS) used exclusively for hotel reservations.
- v) A capital budget is used for day-to-day operational costs like payroll, utilities, and supplies.

B. Match the following:

i) IDS	a) Number of rooms occupied
ii) Galileo	b) Complimentary
iii) Room Count	c) Fortune
iv) Houseuse	d) Curtailment
v) Understay	e) GDS

(5+5=10)

Q.10. Hotel Nile has the following occupancy history during the month of October 2024:

Total Guests-700	Walk-ins-64	Overstays-24
Occupied rooms-450	Reservation-100	Understays-20
Room arrivals-157	No shows-43	Room checkouts-225

On the basis of above information, calculate:

i) Walk-on % ii) No-show % iii) Overstay % iv) Understay %

(4x2½=10)

NATIONAL COUNCIL FOR HOTEL MANAGEMENT
AND CATERING TECHNOLOGY, NOIDA
ACADEMIC YEAR – 2025-2026
(Reappear-IGNOU)

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. Enlist the different planning documents used by the Executive housekeeper and explain any two.

OR

Explain standard operating manuals, give a details example of a job procedure.

(5+5=10)

Q.2. Explain the detailed process of conducting a work study.

OR

What do you mean by Job allocation? Give a detailed example of a work schedule.

(10)

Q.3. Draw the duty roaster for the morning shift for guest room attendants for a 300 room hotel, given the productivity standard for guest room cleaning is 30 minutes. The hotel has 10 floors, each floor having 30 rooms.

OR

Write a note on teamwork and leadership in housekeeping.

(10)

Q.4. Give the step by step procedure for making an operating budget for the housekeeping department of a five star hotel.

OR

Explain the process of indenting, procuring, receiving and storage of any one housekeeping supply.

(10)

Q.5. Draw the organization chart for a hospital's domestic services department.

OR

Discuss the advantages and disadvantages of giving a service on contract.

(10)

Q.6. Give the detailed first aid procedure for **(any five)**:

i) Scald ii) Choking iii) Deep cut iv) Suffocation
v) Epileptic fit vi) Heart attack vii) Dislocation

(5x2=10)

Q.7. Differentiate between **(any four)**:

i) Capital budget and Operating budget
ii) Job description and Job specification
iii) Recycled and non-recycled inventory
iv) Purchasing and buying
v) Refresher training and remedial training
vi) Outsource and part time employees

(4x2½=10)

Q.8. Elaborate and explain the following (**any five**):

- i) RICE ii) MmHg iii) LED iv) Dual Flushing Cistern
v) CPR vi) FIFO vii) RRR

(5x2=10)

Q.9. Give five points each for conservation of water, electricity, fuel and light in a hotel.

(10)

Q.10. As a housekeeper, how would you handle the problem of pests in your hotel, given that none of your employees are trained in pest control and as it is you are running on just optimal staffing? Elaborate the process you will follow to ensure quality service.

(10)

NATIONAL COUNCIL FOR HOTEL MANAGEMENT
AND CATERING TECHNOLOGY, NOIDA
ACADEMIC YEAR – 2025-2026
(Reappear-IGNOU)

COURSE : 5th 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. Explain divestment strategy and give ten reasons for a company to select divestment strategy.
OR
Describe SPACE matrix in detail with help of diagrams. (10)
- Q.2. Explain the concept of “Retrench Strategy” and its features in detail.
OR
Illustrate the process of strategic evaluation in detail. (10)
- Q.3. What is the importance of objectives in an organization?
OR
What are the reasons for a company to select liquidation strategy? (5)
- Q.4. What do you understand by product policy? Explain.
OR
Illustrate McKinsey’s 7s framework. (5)
- Q.5. Write a short note on SWOT analysis. (5)
- Q.6. With the help of a diagram, explain BCG matrix. (5)
- Q.7. State True or False:
i) Strategic management provides mixed results relating to efficiency.
ii) Innovation does not make strategic management relevant.
iii) Environmental analysis is also called environmental scanning.
iv) SWOT stands for strengths, weaknesses, opportunities & trends.
v) Without strategic evaluation, manager can make better decisions. (5x1=5)
- Q.8. Match the following:
i) Vistara airlines a) BCG
ii) Amul starting its own retail stores b) Porter’s 5 forces analysis
iii) Vision c) Forward integration
iv) Industry growth rate & market share d) Joint venture
v) Threat of new entrants e) Future intended position (5x1=5)

NATIONAL COUNCIL FOR HOTEL MANAGEMENT
AND CATERING TECHNOLOGY, NOIDA
ACADEMIC YEAR – 2025-26
(Reappear-IGNOU)

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. What is financial management? Explain the objectives of financial management.

OR

Financial planning is key to success. What are the basic fundamentals of financial planning? (10)

Q.2. What do you mean by capital structure? Discuss the various factors that influence the capital structure of a company. (3+7=10)

OR

Define capital budgeting. How is it important for a five star hotel? Also, enumerate the limitations of capital budgeting. (2+4+4=10)

Q.3. Discuss the various concepts of working capital. Also, explain the various factors that influence the working capital requirements of a hotel. (10)

Q.4. Explain the following in brief (**any two**):

- | | | |
|----------------------------------|-----------------------|---------------------|
| i) Wealth maximization objective | ii) Over trading | iii) Trend analysis |
| iv) Funds from operations | v) Indifference point | |

(2x5=10)

Q.5. What is financial analysis? Explain the different types of financial analysis in detail. (10)

Q.6. Balance sheet of Hotel ABC is as under:

Liabilities	Rs.	Assets	Rs.
Equity Share Capital	2,00,000	Machinery	5,92,000
12% preference share capital	3,60,000	Investment	2,24,000
General Reserve	1,40,000	Stock	2,02,000
16% debentures	2,40,000	Bills receivable	40,000
Trade payable	2,44,000	S. Debtors	98,000
Bank overdraft	40,000	Cash and Bank	76,000
Provision for Income Tax	36,000	Profit & Loss A/c	28,000
	12,60,000		12,60,000

Calculate following ratios from the above balance sheet:

- i) Current Ratio
- ii) Liquid Ratio
- iii) Proprietary Ratio
- iv) Capital Gearing Ratio
- v) Debt Equity Ratio

(5x2=10)

OR

“Ratio analysis is a tool to examine the health of a business with a view to make financial results more intelligible.” Explain.

(10)

Q.7. From the following Balance Sheet of M/s. Modern Co. Ltd. for the period 31st March 2023 and 31st March 2024, you are required to prepare:

- i) Statement of changes in the working capital
- ii) Funds flow statement

Liabilities	31.03.2023 (Rs.)	31.03.2024 (Rs.)	Assets	31.03.2023 (Rs.)	31.03.2024 (Rs.)
Share Capital	4,00,000	5,00,000	Land & Building	1,50,000	1,60,000
Creditors	1,00,000	65,000	Furniture	40,000	45,000
Profit & Loss A/c	40,000	60,000	Stock	80,000	1,10,000
			Debtors	70,000	60,000
			Cash/Bank	2,00,000	2,50,000
Total	5,40,000	6,25,000	Total	5,40,000	6,25,000

(10)

Q.8. Prepare a cash flow statement of ABC Ltd. on the basis of given information:

Liabilities	31.03.2023 (Rs.)	31.03.2024 (Rs.)	Assets	31.03.2023 (Rs.)	31.03.2024 (Rs.)
Share Capital	3,00,000	3,75,000	Land & Building	3,00,000	4,20,000
12% Debentures	1,50,000	1,20,000	Machinery	1,50,000	1,95,000
Reserve	75,000	1,05,000	Debtors	60,000	90,000
Bills Payables	30,000	1,50,000	Stock	1,05,000	1,35,000
Outstanding expenses	37,500	30,000	Cash	22,500	27,000
Creditors	60,000	90,000	Goodwill	15,000	3,000
Total	6,25,500	8,70,000	Total	6,52,500	8,70,000

OR

What is cash flow statement? Explain the difference between fund flow statement and cash flow statement.

(10)

Q.9. A project cost Rs.25,000/-. The net profits before depreciation and tax, and tax rate 20% for the five years. Following are the expected cash flows to be:

Year	Project (Rs.)
1	5,000/-
2	6,000/-
3	7,000/-
4	8,000/-
5	10,000/-

You are required to calculate payback period.

(10)

Q.10. A. State True or False:

- i) Ratio analysis helps in decision making process.
- ii) Working capital = Current assets minus Current Liabilities.
- iii) Net present value method recognizes the time value of money.
- iv) Depreciation is calculated on fixed assets as well as on current assets.
- v) Gross profit ratio = Gross profit/Net Profit x 100

(5x1=5)

B. Fill in the blanks:

- i) Expenditure incurred on research is an example of _____. (Deferred revenue expenditure/partly capital expenditure)
- ii) Capital structure means the pattern of _____ in the firm. (Capital employed/dividend)
- iii) Capital budgeting is related to _____. (Sales/Capital expenditure)
- iv) Quick assets = Currents Assets - _____. (Debtors/Stock)
- v) Depreciation means reduction in the value of _____ due to usage and efflux of time. (Current Assets/Fixed Assets)

(5x1=5)
