

NATIONAL COUNCIL FOR HOTEL MANAGEMENT AND CATERING TECHNOLOGY, NOIDA  
**ACADEMIC YEAR – 2024-2025**

COURSE	:	2 <sup>nd</sup> Semester of 2-year M.Sc. (Hospitality Administration) Program	
SUBJECT	:	Strategic Management	
TIME ALLOWED	:	03 Hours	MAX. MARKS: 60

(Marks allotted to each question are given in brackets)

**SECTION – A**

- Q.1. Write short notes on **(Attempt any five questions)** **(3x5=15)**
- a) Importance of goals
  - b) Merger Strategy
  - c) Features of vision
  - d) Micro environment
  - e) Acquisition
  - f) Liquidation strategy
  - g) Role of strategist
  - h) TOWS Matrix
  - i) Importance of Business policies
  - j) Joint venture

**SECTION – B**

**Attempt all questions** **(6x5=30)**

- Q.2. State and explain the features of strategic management.  
**OR**  
Explain the process of strategy evaluation.
- Q.3. What do you mean by mission statement? Explain the characteristics of a mission statement.  
**OR**  
Illustrate integrative strategies with examples.
- Q.4. Describe and explain BCG matrix with a diagram.  
**OR**  
Summarize the analysis of internal environment of an organization.
- Q.5. Explain Quantitative Strategic Planning Matrix (QSPM).  
**OR**  
Explain the McKinsey 7s framework.
- Q.6. Explain the concept of Competitive Profile Matrix (CPM).  
**OR**  
Define market penetration. List ways by which it contributes to the future product innovation.

**SECTION – C**

**Attempt all questions** **(15x1=15)**

- Q.7. An airline company is facing a decline in market share for its flagship services. Develop an integrated strategic for its flagship services. Develop an integrated strategic plan that incorporated both integration and diversification strategies to address the challenges. Outline specific actions and considerations for integrating existing product services and diversifying into new markets or industries. Explain how this approach can revitalize the company's flight service division.

**OR**

SUBJECT CODE: MHA801

EXAM DATE: 13.05.2025

Hotel Gandharva is a heritage property with 50 rooms located in the bustling metro city, operational over two decades. Recently, the hotel faced challenges in maintaining its competitive edge amidst rising operational costs and evolving guest expectation. The hotel has hired you to study the existing operational policies across various department. You have to submit a detailed report providing the following information:

- i) Existing types of policies
- ii) Detailed suggestions related to the strategic overhauling of policies leading to operational efficiency and enhanced guest satisfaction.

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**ACADEMIC YEAR – 2024-2025**

COURSE	:	2 <sup>nd</sup> Semester of 2-year M.Sc. (Hospitality Administration) Program	
SUBJECT	:	Employee & Management Relations	
TIME ALLOWED	:	03 Hours	MAX. MARKS: 60

(Marks allotted to each question are given in brackets)

**SECTION – A**

- Q.1. Write short notes on **(Attempt any five questions)** **(3x5=15)**
- a) Equity & fairness
  - b) Cross cultural union
  - c) Union membership verification
  - d) Dismissal
  - e) Collaboration
  - f) Registration of trade union
  - g) Arbitration
  - h) Long term settlement
  - i) Participative forum
  - j) Power & authority

**SECTION – B**

**Attempt all questions** **(6x5=30)**

- Q.2. Briefly discuss the factors responsible for making workers participation in management effective.  
**OR**  
Discuss the role of management in the era of new industrial relation strategies. Explain the latest development in HRM.
- Q.3. What is grievance? Outline the details involved in handling employee grievance procedures.  
**OR**  
Explain the bases of classification of act of misconduct relating to discipline. Give examples.
- Q.4. Outline the process and conditions for success of trends in collective bargaining.  
**OR**  
Define adjudication. Explain the principles of industrial adjudication.
- Q.5. Discuss the impact of ILO on industrial relations in India.  
**OR**  
Describe the evolution of India's labour policy and its main postulates.
- Q.6. Discuss the factors influencing the formation of managerial unions in India.  
**OR**  
Critically evaluate the problems and prospects of outsider and insider leadership in Unions.

**SECTION – C**

**Attempt all questions** **(15x1=15)**

- Q.7. Hotel Rajdhani is a four star hotel located in the capital city, in operations since 1962. The hotel has 70 suite rooms, 2 dining halls and a swimming pool. Popular with the loyal clients visiting the hotel has off lately faced trouble managing the existing workforce.  
The housekeeping, kitchen and service staff raised their concerns over stagnant wages, delayed promotions and insufficient benefits.

Despite repeated appeals, the management did not revise the compensation causing intense frustration amongst the employees. Under the union leadership, the staff initiated a strike, disrupting the regular operations and tarnishing the hotel's reputation.

The matter was soon reported to labour authorities and brought under the provision of Industrial Dispute Act, 1947. A conciliation officer was appointed to mediate between both parties to facilitate a settlement. During the discussions, the management required the need for strategic compensation management system to retain talent, ensure fairness & avoid future conflict.

Answer the following questions:

- a) Explain the provision under the Industrial Dispute Act, 1947 that apply to strike and lockout at Hotel Rajdhani. What legal steps should the hotel and workers have taken before initiating these actions.
- b) Define compensation management. How could effective compensation planning and implementation have prevented this dispute?
- c) Propose a compensation & dispute-resolution policy for long-term staff satisfaction.

**OR**

In the context of collective bargaining and dispute resolution in large service based industries such as hospitality, effective negotiation is key to sustaining industrial harmony.

As part of an industrial relations strategy team preparing for a long-term settlement negotiation with trade union representatives at a premier hotel chain, address the following:

- i) Analyze the essential skills required for members of a management side negotiating team. Illustrate how these skills contribute to achieving a balanced agreement that protects organizational interests while respecting employee rights.
- ii) Describe and evaluate the step-by-step procedure for arriving at a legally binding long-term industrial settlement as per the framework of Industrial Dispute Act, 1947.
- iii) List the implications of poor negotiation practices. Support your answer with suitable examples.

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**ACADEMIC YEAR – 2024-2025**

COURSE	2 <sup>nd</sup> Semester of 2-year M.Sc. (Hospitality Administration) Program	
SUBJECT	Business Ethics	
TIME ALLOWED	03 Hours	MAX. MARKS: 60

(Marks allotted to each question are given in brackets)

**SECTION – A**

- Q.1. Write short notes on **(Attempt any five questions)** **(3x5=15)**
- a) Sources of ethics
  - b) Living with values
  - c) Corporate Social Responsibility
  - d) Corruption
  - e) Spiritual values
  - f) Utilitarianism
  - g) Distributive justice
  - h) Human Resource Management
  - i) Socialism
  - j) Sustainability

**SECTION – B**

**Attempt all questions** **(6x5=30)**

- Q.2. Illustrate the key features of Anglo-American Capitalism model.  
**OR**  
Explain the core principles of Gandhian ethics in modern business practices.
- Q.3. Illustrate the shareholder & stakeholder theory of corporate governance.  
**OR**  
What is the difference between agency theory and stewardship theory?
- Q.4. Differentiate between right business philosophy and left business philosophy.  
**OR**  
How can individuals effectively manage their time to achieve and maintain a healthy work-life balance?
- Q.5. What are the various features of a 'corporation' in India?  
**OR**  
Define marketing ethics. Describe how unethical advertising & branding can damage customer trust and brand value.
- Q.6. 'Globalisation was led towards a positive change in the Indian work culture.' Discuss.  
**OR**  
'An ethical leadership plays a pivotal role towards developing a healthy work culture.' Discuss.

**SECTION – C**

**Attempt all questions** **(15x1=15)**

- Q.7. Hotel Swadesh, a mid-sized hotel chain, expanded rapidly after the 1991 Liberation, Privatization and Globalization (LPG) reforms. While the business grew steadily, the company struggled to align its operations with evolving global ethical standards.  
Recently the hotel's management learned that one of its vendor was involved in unethical practices, including paying below minimum wage. Though the hotel was not directly responsible, public opinion criticized its lack of managerial efficiency.

The internal code of ethics, created in 2012, was outdated and not followed strictly. Staff received minimal ethical training and complaints were often ignored and mishandled. The HR team urged management to update the ethics code and train employees in professional ethics to maintain brand value and guest trust.

- a) How have the LPG reforms and changing Indian business environment influenced the ethical responsibilities of Hotel Swadesh? Discuss with examples.
- b) What steps should Hotel Swadesh take to revise and implement an effective corporate code of ethics? Explain the advantages of having a well-defined ethics policy.
- c) Why is professionalism and adherence to a professional ethics code essential in the hospitality industry? How can Hotel Swadesh ensure ethical conduct amongst employees and vendors?

**OR**

In context of the hospitality industry, discuss the ethical challenges that arises from the growing use of technology such as digital surveillance, customer data collection and AI based services. How can the hotel promote professional modern ethics and build a sustainable reliable work environment to address such challenges effectively? Support your answer with suitable examples.

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**ACADEMIC YEAR – 2024-2025**

COURSE	:	2 <sup>nd</sup> Semester of 2-year M.Sc. (Hospitality Administration) Program	
SUBJECT	:	Organisational Behaviour & Development	
TIME ALLOWED	:	03 Hours	MAX. MARKS: 60

(Marks allotted to each question are given in brackets)

**SECTION – A**

- Q.1. Write short notes on **(Attempt any five questions)** **(3x5=15)**
- a) Sources of Power
  - b) Change Agent
  - c) Techno-structural Intervention
  - d) Impression Management
  - e) Social loafing
  - f) Diagnosing organizations
  - g) Emotional Intelligence
  - h) Strategic change interventions
  - i) Downsizing
  - j) Job satisfaction

**SECTION – B**

**Attempt all questions** **(6x5=30)**

- Q.2. Compare and contrast power, authority and leadership.  
**OR**  
List out the components of organizational design.
- Q.3. How perception influences the productivity of an individual in an organization? Explain the factors that influence perception.  
**OR**  
What are the reasons for joining a group and what are the development stages group often go through?
- Q.4. Discuss the role of motivation in determining employee performance with the help of need & content theory.  
**OR**  
What do you understand by leadership? Explain one of the theories of leadership.
- Q.5. "In any organization, it is very vital to create and sustain the culture." – Support the statement.  
**OR**  
What is office politics? Discuss its common causes and effects on employee performance and work environment.
- Q.6. Do you think the knowledge of organizational behaviour is really required for a manager? Justify with examples.  
**OR**  
Discuss the nature and scope of organizational behaviour in the field of management.

**SECTION – C**

**Attempt all questions** **(15x1=15)**

- Q.7. The hospitality industry, especially multinational hotel chains, is known for its fast-paced, customer centric and 24/7 operational environment. Employees in such global hotel brands often encounter multiple sources of stress arising from both organizational and cultural dynamics. In such scenario, answer the following questions:
- a) What are the various types of stress commonly faced by employees in multinational hotel chains? Cite appropriate examples to support your explanation.

- b) List effective stress management practices adopted by the global hospitality organizations. Also, illustrate how can these practices boost the service intensive and multicultural work environment of such hotel chains.

**OR**

The tourism industry lies heavily on coordinated team efforts to deliver to the expectations and creating memorable experiences for the travelers. In such scenario, discuss:

- a) Various types of teams commonly found in tourism sector. Explain their roles and how they contribute to efficient service delivery, customer satisfaction and innovation in tourism.
- b) What barriers the tourism organizations might face while implementing team-based structures and the ways to overcome them. Support your answer with examples related to tourism organizations.

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**ACADEMIC YEAR – 2024-2025**

COURSE : 2<sup>nd</sup> Semester of 2-year M.Sc. (Hospitality Administration) Program  
 SUBJECT : Financial Reporting & Analysis  
 TIME ALLOWED : 03 Hours MAX. MARKS: 60

(Marks allotted to each question are given in brackets)

**SECTION – A**

- Q.1. Write short notes on **(Attempt any five questions)** **(3x5=15)**
- a) Money measurement concept
  - b) Journal
  - c) Ledger
  - d) Revenue Cycle
  - e) Average cost method
  - f) Inventory Turnover
  - g) Revenue Management
  - h) Financial reporting
  - i) Ratio Analysis
  - j) Occupancy percentage

**SECTION – B**

**Attempt all questions** **(6x5=30)**

- Q.2. Explain any two accounting conventions. **OR**  
 What is statement of shareholders equity? List its purpose and importance with suitable examples.
- Q.3. Distinguish between cash disbursement journal and cash receipts journal. **OR**  
 What do you understand by petty cash book? Explain.
- Q.4. Explain cost based pricing. **OR**  
 Describe revenue recognition. List its key principles.
- Q.5. Discuss the advantages of LIFO method. **OR**  
 Illustrate the importance of inventory management.
- Q.6. State the uses of ratio analysis technique in hotels. **OR**  
 Distinguish between liquidity ratios and solvency ratios.

**SECTION – C**

**Attempt all questions** **(15x1=15)**

- Q.7. Explain in details the concept and significance of a statement of cash flow in financial reporting. Why is it important for managers and investors to analyze this statement? Describe the three main categories of cash flow with suitable examples of transactions under each. Also, explain how the statement helps in evaluating the financial health and liquidity position of a business.

**OR**

Calculate a) current ratio, b) Acid-test ratio, c) Accounts receivable turnover ratio, d) Average collection period and e) Debt-equity ratio from the following balance sheet:

Liabilities	Amount (Rs.)	Assets	Amount (Rs.)
Share Capital	2,00,000	Fixed Assets	2,60,000
Profit and Loss A/c	50,000	Closing stock	42,000
Debentures	1,00,000	Prepaid expenses	48,000
Bills Payable	60,000	Sundry debtors	50,000
Sundry Creditors	90,000	Cash and Bank	1,00,000
	5,00,000		5,00,000

Note: Net sales during the year Rs.4,00,000.

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