

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

COURSE : 1st Semester of 2-year M.Sc. (Hospitality Administration) Program
SUBJECT : Management Functions and Behaviour in Hospitality
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) MIS
 - b) Delegation of authority
 - c) MBO (Management By Objectives)
 - d) Decision making models
 - e) Organization structure
 - f) Managerial ethos
 - g) Communication Process
 - h) Verbal and Non-verbal communication
 - i) Leader vs Manager
 - j) Laissez-Faire style of leadership

SECTION – B

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

- Q.2. What is organizational culture? What are the different dimensions of it?
OR
Define a group. Discuss the importance & dynamics of group.
- Q.3. Discuss the techniques and processes of managerial decision making.
OR
Differentiate between managerial decision vs. managerial skill.
- Q.4. 'Planning has become an essential component of tourism development.' Justify.
OR
What is 'planning' as an activity? Explain strategic and operational planning.
- Q.5. Describe the major approaches to management of organizational conflicts.
OR
Explain the key elements of organizational structure and design.
- Q.6. What do you understand by developing interpersonal skills of a manager?
OR
Explain the Economic Model of decision making with diagram.

SECTION – C

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

- Q.7. At Hotel Sapphire Grand, a newly appointed Food & Beverage Manager, Mr. Rajan, noticed growing conflicts between the restaurant service team and the kitchen staff. Waiters complained that chefs were rude and uncooperative during peak hours, while the kitchen team felt that the service staff lacked discipline and proper order-taking methods. To address the issue, Mr. Rajan began conducting joint meetings, encouraged open communication, and introduced a reward system for collaborative performance. However, a few senior chefs felt that the manager's approach was "too democratic" and slowed down decision-making. Despite initial resistance, some improvement in teamwork and coordination was observed over time.
- a) Discuss the leadership style adopted by Mr. Rajan. Evaluate its suitability in this organizational situation.

b) Suggest strategies that could enhance interdepartmental relations and strengthen team cohesion in the F&B operations.

OR

Royal Orchid Hotels decided to implement a new digital property management system (PMS) across all its departments to enhance efficiency. The decision came from top management, but many employees – especially older staff – were resistant to the change. They feared job loss and found the new system complicated. The HR department organized training programs, created “change champions” from among young supervisors, and offered incentives for early adoption. While the front office team quickly adapted, the Housekeeping and Accounts sections lagged behind, causing coordination issues during the initial months. Over time, most departments aligned, but morale remained low among a section of staff.

a) Discuss the reasons for resistance to change in this case.

b) Analyse how the management used change management strategies to handle the situation. Were they sufficient?

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COURSE : 1st Semester of 2-year M.Sc. (Hospitality Administration) Program
SUBJECT : Human Resource Planning
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) Human Resource Demand Forecasting
 - b) Managerial judgment method of forecasting
 - c) Job specification
 - d) Job evaluation
 - e) Internal & external sources of manpower supply
 - f) Objective of exit interview
 - g) Benefits of training
 - h) Potential appraisal
 - i) Human Resource Information System
 - j) Employee benefits provided by an organization

SECTION – B

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

- Q.2. Explain leadership and its different styles with relevant example.
OR
Discuss different approaches to competency mapping.
- Q.3. Discuss corporate social responsibility and its benefit.
OR
Discuss and compare different methods of job evaluation.
- Q.4. Explain the cost approach in human resource accounting.
OR
Describe employee counselling concept. Enlist the benefits of employee counselling in hotels.
- Q.5. Illustrate advantages and disadvantages of HRP (Human Resource Planning) in hotels.
OR
Discuss different dimensions of Human Resource Planning at macro level. (Country level)
- Q.6. What is an HR audit? Explain the purpose, scope and key areas covered in HR audit of an organization.
OR
What is retraining? Explain the importance and relevance of IT (Information Technology) in hotel industry.

SECTION – C

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

- Q.7. Discuss in detail the methods and technologies used for forecasting in:
- a) Demand management of HRP
 - b) Supply management of HRP

OR

As a result of rapid growth in sales, the Simpson Company had to double the size of the central secretarial pool. Many of the current secretarial staff, aged about 40-50, had been with the company since its inception. None had more than a high school education. Subsequently, 10 new secretaries were recruited with advanced data processing skills. They had

college education and all were in their 20s. Unexpectedly, the performance level of the pool pull off, even though doubled in size. The manager interviewed a few of the old staff members and they told him that the new secretaries just did not fit in. They were uncooperative, would not listen, and would not take messages when their mistakes were corrected, they got offended. In interviewing, a few of new secretaries resented that the older secretaries refused to accept new and more innovative ideas. They complained their inability to use new knowledge and skills and their older secretaries would not socialize with them.

- a) What are the reasons for the declining production of one group?
- b) What are your recommendations for improving the situation?

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|--------------|---|---|----------------|
| COURSE | : | 1 st Semester of 2-year M.Sc. (Hospitality Administration) Program | |
| SUBJECT | : | Advance Marketing 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) Brand equity
 - b) Marketing channels – concept & examples
 - c) Building rapport with potential customers
 - d) Understanding a customer's needs and pain points
 - e) Active listening - a valuable skill for sales professionals
 - f) Concept of co-creation in marketing
 - g) Challenges associated with implementing dynamic pricing.
 - h) Psychographic segmentation
 - i) Components of mobile marketing strategy
 - j) Evaluation of sales personnel performance

SECTION – B

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

- Q.2. Explain the importance of effective targeting & positioning in marketing. Give an example of a company that has successfully implemented a targeted positioning strategy and discuss the key elements of their strategy.
- OR**
- Explain the concept of Display Advertising in context of digital marketing.
- Q.3. With a neat diagram explain the product life cycle and its stages.
- OR**
- XYZ fashion a well established clothing brand known for its classic & timeless styles is contemplating a brand decision. One designer have designed a new line of clothing inspired by streetwear. Should XYZ fashion launch this new collection under their existing brand & create a separate brand for streetwear line. Evaluate the factors & implications of this brand decision.
- Q.4. With a neat diagram, discuss the selling theories that can describe a salesperson behaviour.
- OR**
- With a neat diagram, explain the sales management planning process?
- Q.5. What could be the sales promotion for **(any three)**:
- a) A newly opened restaurant
 - b) Nescafe instant coffee
 - c) A beach side hotel during the monsoon season
 - d) A premium brand for toilet soap
 - e) A new internet service provider
- OR**
- What is sales quota? What are the different types of sales quota a sales manager can use?
- Q.6. Online marketing offers a great promise for the future. Assume that you are the sales manager for a local travel agency. Make a case that would persuade your supervisors that going online would be a good investment.
- OR**
- Explain the key components & strategies behind SEO (Search Engine Optimization). Describe the importance of on page & off page optimization, the role of keywords & the impact of user experience on SEO ranking.

SECTION – C**Attempt all questions****(15x1=15)**

Q.7. Discuss the concept of market segmentation in marketing and its importance. Explain the different bases and variables commonly used for segmenting consumer & industrial markets. Give examples of how companies effectively implement market segmentation strategies to reach specific target markets. Also, discuss the potential challenges and ethical considerations in market segmentation.

OR

Discuss the concept of marketing channels in marketing and their significance for businesses. Describe the major functions & types of marketing intermediaries involved in these channels. Give examples of how companies effectively manage their distribution channels to ensure the efficient flow of products to consumers. Also, analyze the challenges and trends in distribution channels in the context of evolving consumer behaviours & technology.

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ACADEMIC YEAR – 2025-2026

COURSE : 1st Semester of 2-year M.Sc. (Hospitality Administration) Program
 SUBJECT : Equipment and Materials 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) Equipment utilization ratio
 - b) Material planning & budgeting
 - c) Objectives of Ergonomics
 - d) Types of quality control
 - e) Motion study
 - f) Best maintenance practices
 - g) Predictive maintenance
 - h) Time study
 - i) Codification
 - j) Taxonomy of waste

SECTION – B

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

- Q.2. What is the relationship between plant layout and material handling?
OR
 Discuss the factors to be considered while selecting material handling equipment.
- Q.3. Define materials management. Discuss the functions of materials management.
OR
 Discuss the different material handling equipment.
- Q.4. Differentiate between breakdown maintenance and preventive maintenance.
OR
 Distinguish between planned maintenance and routine maintenance.
- Q.5. Briefly explain the principles of material handling.
OR
 Explain the following:
 a) Computer aided maintenance
 b) Method and work study
- Q.6. Explain inventory control techniques used in hotel industry.
OR
 Waste management plays a major role in controlling pollution. Comment.

SECTION – C

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

- Q.7. a) Discuss the role of logistic management in ensuring efficient material flow within an organization.
 b) From the following particulars, calculate the Economic Order Quantity (EOQ):
 Annual requirements = 1600 units
 Cost of materials per unit = Rs.40

Cost of placing & receiving the order = Rs.50
Annual carrying cost for inventory value = 10%

OR

XYZ components Ltd. is a medium-sized manufacturing firm producing precision parts for the automobile industry. Over the past year, the company has been facing several operational issues – excessive inventory holding costs, frequent stockouts of key materials, duplication of stock codes, and long lead times from suppliers. A recent internal audit also revealed that employees often experience fatigue due to poor workstation design, and several non-value-adding activities are being carried out during production.

To address these challenges, the management has decided to revamp its inventory management system by integrating advanced inventory control techniques and introducing Just-In-Time (JIT) practices. They are also considering value analysis, standardization and codification of materials, and ergonomic improvements to enhance productivity and reduce waste.

- a) Analyse the problems faced by XYZ components Ltd. in terms of integrated inventory management and risk management. Suggest practical measures the company can take to reduce inventory levels while maintaining production efficiency.
- b) Discuss how the application of value analysis, ergonomics, and Just-In-Time (JIT) principles can collectively enhance the company's operational performance.

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ACADEMIC YEAR – 2025-2026

COURSE : 1st Semester of 2-year M.Sc. (Hospitality Administration) Program
 SUBJECT : Principles of Economics
 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) Positive vs. Normative analysis
 - b) Opportunity cost
 - c) Price Floor
 - d) Elasticity of supply
 - e) Relation between inputs and outputs based on production function
 - f) Diseconomies of scale
 - g) Monopoly
 - h) Oligopolistic market
 - i) Consumer price index
 - j) Government spending

SECTION – B

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

- Q.2. Explain 'Law of demand' and 'Law of supply' with suitable examples.
OR
 Define and compare individual supply and market supply.
- Q.3. Explain the meaning of competition in the context of a perfectly competitive market.
OR
 Describe the relation between price elasticity and total revenue.
- Q.4. Economists would classify costs in several categories. Elaborate different types of costs.
OR
 Illustrate 'short run' and 'long run' in production function.
- Q.5. Differentiate between monopolistic and perfect competition.
OR
 Explain the importance of interdependence in oligopolistic market.
- Q.6. Outline and give brief on different measures of income apart from GDP.
OR
 Illustrate Keynesian cross with the help of a graph.

SECTION – C

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

- Q.7. At initial price of Rs.6000 /room the demand for the rooms at Hotel Plaza was 400. After redevelopment, the price of the rooms was raised to Rs.8000, the demand fell to 320 rooms.
- a) Make demand schedule and draw demand curve
 - b) Calculate the price elasticity of demand and state weather the rooms were elastic / inelastic.
- OR**

Scarcity and choice are at the heart of economics. The finite resources can be that of labour, goods and finances. Keeping that in mind:

- a) Define scarcity and choice in economics.
- b) What are goods and financial markets?
- c) Problem of unemployment in macroeconomics.
