

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

COURSE : 2nd 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) Features of objectives
 - b) Conglomerate diversification
 - c) Michael Porter's concept of threat of substitute products
 - d) Joint venture strategy
 - e) Strategic Business Unit
 - f) Concentric Diversification
 - g) Public Relation Policies
 - h) Role of strategist
 - i) TOWS Matrix
 - j) Importance of business policies

SECTION – B

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

- Q.2. List and explain the relevance of strategic management.
OR
Explain the process of strategy formulation.
- Q.3. Illustrate the factors affecting the external environment.
OR
What do you mean by mission statement? Explain the characteristics of a mission statement.
- Q.4. Discuss the concept of "Corporate Governance" with relevant examples from service industry.
OR
What is retrenchment strategies? Explain its types with examples.
- Q.5. Explain Quantitative Strategic Planning Matrix.
OR
Describe and explain BCG matrix with a diagram.
- Q.6. Explain the McKinsey 7s framework.
OR
Discuss the importance and relevance of functional and financial policies.

SECTION – C

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

- Q.7. Explain SWOT analysis in detail and its importance and list its objectives.
OR
Explore the challenges faced by a struggling restaurant in maintaining its market position and propose a comprehensive solution utilizing SWOT analysis. Discuss the internal strengths and weakness, external opportunities and threats affecting the restaurant industry. How can the restaurant leverage its strengths and address weakness to exploit opportunities and mitigate threats? Provide strategic recommendations for the restaurant's sustainable recovery and future success.

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

COURSE : 2nd 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) National Commission on Labour
 - b) Red hot stove rule
 - c) Conciliation
 - d) Steps involved in handling employees
 - e) Emerging trends in union management relations
 - f) Advantages of formal mechanism of grievance redressal
 - g) Boundaries of management associations
 - h) Negotiation skills
 - i) White collar job
 - j) Adjudication

SECTION – B

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

- Q.2. State the issues involved in participative forums in India.
OR
Briefly discuss the factors influencing the formation of employee organization. What is the current status of these organisations?
- Q.3. Define discipline. Explain the process of disciplinary action.
OR
What is compensation management and its advantages?
- Q.4. Briefly discuss the strategies that are to be adopted to make negotiation process meaningful.
OR
Explain the provisions regarding strikes and lockouts and settlement of industrial disputes under the Industrial Dispute Act 1947.
- Q.5. Briefly discuss role of power & authority in employee relations.
OR
Describe the role of ILO in promoting social justice and its impact on industrial relations in India.
- Q.6. Briefly explain the structure of trade unions in India.
OR
What are the objectives and functions of trade unions in India?

SECTION – C

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

- Q.7. What are the concepts, scope and objectives of industrial relations in organizational context? Suggest strategies for making participative forums effective.
OR
Who are managers? Outline the evolution of managerial unions in India. Distinguish between the workers trade unions and managerial trade unions.

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

COURSE : 2nd 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) Corporate espionage
 - b) Conscience
 - c) Ethics
 - d) Amoral
 - e) Corporate Governance
 - f) Time management
 - g) Cadbury committee
 - h) Distributive justice
 - i) Ethical leadership
 - j) Supportive leadership

SECTION – B

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

- Q.2. Discuss the difference between morality and ethics, providing examples to illustrate each concept.
OR
 Explain three key factors that can significantly influence and affect business ethics.
- Q.3. Explain the importance and need for business ethics.
OR
 Explain any three ethical concerns to be kept in mind if you are a leader of an organization.
- Q.4. Explain the distinction between stress and distress. Provide example of each and discuss how individuals can manage or cope with both stress and distress in their daily lives.
OR
 Explain how corporate governance plays a crucial role in influencing sustainability practices within companies and highlight the key aspects of this impact.
- Q.5. Explain value system and its relevance in today's world scenario.
OR
 Examine the concept of corporate social responsibility discussing its importance and provide an example from hospitality industry.
- Q.6. Explore the approaches and methods employed to establish and sustain an ethical environment within a business organization. Discuss.
OR
 Explain the traditional and contemporary approaches to stress management in the Indian context.

SECTION – C

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

- Q.7. Compare and contrast the utilization theories of Mill and Bentham's highlighting the key principles.
OR
 A woman was on her deathbed. There was one drug that the doctor said would save her. It was a form of radium that a druggist in the same town had recently discovered. The drug was expensive to make but the druggist was

charging ten times what the drug cost him to produce. He paid 200 \$ for the radium and charged 2000 \$ for a small doze of the drug. The sick woman's husband, Weinz, went to everyone he knew to borrow the money, but he could only get together about 1000 \$ which is half of what it cost. He told the druggist that his wife was dying and asked him to sell it cheaper or let him pay later but the druggist said; no: I discovered the drug and I am going to make money from it. So, Heinz get desperate and broke into the man's laboratory to steal the drug for his wife. Should Heinz have broken into the laboratory to steal the drug for his wife? Why or why not? Discuss the Heinz dilemma in respect to Kohlsberg's six stage of moral development.

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

COURSE : 2nd 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) Organisational culture
 - b) Human behaviour in workplace
 - c) Transactional Analysis
 - d) Theory of learning
 - e) Social loafing
 - f) Group decision making
 - g) Leadership styles
 - h) Symbols of power
 - i) Organisational change
 - j) Outsourcing downsizing

SECTION – B

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

- Q.2. Discuss the nature and scope of organizational behaviour in the field of hotel's management.
OR
 Do you think the knowledge of organization behaviour is really required for a manager? Justify with examples.
- Q.3. How are attitudes formed? What are its characteristics and components?
OR
 Give the detailed account on emotional labour and intelligence.
- Q.4. Discuss various approaches of motivation and their usage in organization.
OR
 Discuss characteristics of human process and techno structural interventions.
- Q.5. What are the different sources of power? Explain with examples how does power and politics contribute towards managing people effectively.
OR
 Explain organizational design & development. Also, discuss the theories of organizational development.
- Q.6. Discuss environmental analysis and different approaches to it.
OR
 Define change. Explain the process of change and put forth your arguments on which is more important – stability or change?

SECTION – C

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

- Q.7. Briefly explain about personality and its types and factor influencing personality with suitable examples.
OR
 "Positive self-esteem is significant to overcome the stress." – Justify in detail with relevant examples.

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

COURSE : 2nd 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) Users of accounting information
 - b) Money Measurement concept
 - c) Payroll Journal
 - d) Categories of cash flow statement
 - e) Percentage of completion method
 - f) Monetary assets
 - g) Income smoothening
 - h) Last in First out (LIFO)
 - i) Return on assets
 - j) Average Collection Period

SECTION – B

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

- Q.2. Explain the necessary steps taken by management for planning the profitable restaurant in detail.
OR
What are the difference between accounting concepts and conventions? Explain.
- Q.3. What is sub-division of Journal? Name the various books of original entries.
OR
Explain the major cash inflows and outflows from financing activities.
- Q.4. Explain all the revenue recognition methods in detail.
OR
Explain the concept of revenue management in brief. Also, discuss the application of revenue management in hotel industry.
- Q.5. Explain the factors that motivate earnings management of a hotel.
OR
Discuss the differences between perpetual and periodic inventory system.
- Q.6. Explain the usefulness of trend percentages on interpretation of financial performance of a company.
OR
“The current ratio provides a better measure of overall liquidity only when a firm’s inventory cannot easily be converted into cash. If inventory is liquid, the quick ratio is a preferred measure of overall liquidity.” Explain.

SECTION – C

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

- Q.7. Explain the meaning of financial analysis. Discuss the various techniques of making financial analysis of a five star hotel. Also, explain the limitations of financial analysis.
OR
Briefly discuss the concept of ratio analysis. Give an overview of the different types of financial ratios. How do different stakeholders use ratio analysis?
