

SUBJECT CODE: BHA601

EXAM DATE: 16/04/2026

ROLL No.....

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



COURSE : 6<sup>th</sup> Semester of 3-year B.Sc. (HHA) Program  
SUBJECT : International Cuisine - II  
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)

- Baba Ghanoush
- Traditional Mediterranean cooking tools
- Guacamole
- Churros
- Fusion cuisine
- Studio kitchen
- Artisanal baking
- Alternative flours used in modern baking
- Cocoa butter
- Conching

**SECTION – B**

Attempt all questions

(6x5=30)

Q.2. Explain the historical background of Lebanese cuisine.

OR

Compile a five course Greek menu with a brief description.

Q.3. Describe regional differences in Mexican cuisine.

OR

Give five examples of fusion foods. Explain briefly each.

Q.4. Discuss the role of social media in food blogging.

OR

What role does e-commerce play in the food industry? Discuss.

Q.5. Explain the differences between traditional and modern bakery trends.

OR

Explain health and wellness trends in modern baking.

Q.6. Write the composition and properties of cocoa and chocolate.

OR

Write short notes on artistic presentation of food preparation.

**SECTION – C**

Attempt all questions

(15x1=15)

Q.7. Discuss Italian cuisine with reference to special ingredients used, tools & equipment, cooking methods and specialties? Give example of three different fusion pasta preparations using Indian cuisine influence.

OR

A luxury boutique hotel in India is planning to host a "Taste of France" culinary week featuring dishes from different French regions. The Executive Chef has asked the culinary team to design a menu representing Provence and Burgundy, keeping authenticity in mind while sourcing ingredients locally wherever possible.

SUBJECT CODE: BHA601

EXAM DATE: 16.04.2026

The team must also present information about the cuisine to guests, including historical influences and dining etiquette.

- i) Explain the geographical and historical factors that influence the cuisines of Provence and Burgundy.
- ii) Identify the key ingredients, herbs, wines, and cooking mediums commonly used in these regions and suggest suitable local substitutes if required.
- iii) Recommend two classical dishes (one from each region) and briefly describe the traditional eating habits or etiquette associated with French dining.

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

COURSE : 6<sup>th</sup> Semester of 3-year B.Sc. (HHA) Program  
SUBJECT : Advance Food & Beverage Management - II  
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)
- Labour cost in F&B
  - Labour Variance
  - JIT inventory management
  - Inventory Shrinkage
  - Digital Menus
  - Menu merchandising
  - Menu engineering
  - Cash cows in menu engineering
  - Dashboard reporting in F&B(S)
  - Sustainability Metrics in restaurant dashboard

**SECTION – B**

Attempt all questions

(6x5=30)

- Q.2. How is variance analysis used in F&B service outlets of a hotel?  
OR  
Material variance, price variance and sales variance are three most widely used variance analysis in the F&B industry. Define the three giving causes of why they occur.
- Q.3. Mini max method of inventory control uses different levels of stock so that a healthy level of stock can be maintained. Explain the different levels of stock used in stores.  
OR  
What is Barcoding? How does barcoding of stock help in control? Name two popular barcoding techniques used in India.
- Q.4. What are common menu pricing strategies in the F&B business? When and where are Anchor and Decoy pricing used in a menu?  
OR  
What are the key components in merchandising a menu card? List the key components.
- Q.5. How are menu items classified under menu engineering?  
OR  
What are the strategic objectives of a menu engineering exercise in F&B service?
- Q.6. What are the components of integrated reporting in a restaurant MIS?  
OR  
How does P&L analysis help benchmarking in the restaurant business?

**SECTION – C**

Attempt all questions

(15x1=15)

- Q.7. Design a menu card for a premium multicuisine restaurant having classical dishes from any three cuisines of your choice. Use menu merchandising tools to create the card. List the pricing and graphic design including colour psychology used to influence menu design.

OR

SUBJECT CODE: BHA603

EXAM DATE: 17.04.2026

Sustainability in F&B operations has become a key cornerstone of long term success. Luxury hotels are spending and allocating funds to ensure sustainability and eco-friendly practices are adhered to. Detail sustainable measures in:

- Waste Management
- Water usage
- Energy usage
- F&B equipment
- Raw material procurement

that you are aware of or were being practiced in the hotel you trained in. Limit the practices to the F&B department only.

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



COURSE : 6<sup>th</sup> Semester of 3-year B.Sc. (HHA) Program  
SUBJECT : Revenue Management & AI  
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)
- RevPAR index
  - Distribution Channels
  - MLOS (Minimum Length of Stay)
  - Displacement Analysis
  - Tiered Pricing
  - Blackout dates
  - Achievement Factor (AF)
  - Brand Architecture
  - Equivalent Occupancy
  - Real time demand forecasting

**SECTION – B**

Attempt all questions (6x5=30)

- Q.2. Explain the concept of yield management and its benefits for hotels.  
OR  
How do demand curves assist in hotel revenue management?
- Q.3. Discuss the role of OTAs & GDS in hotel distribution channels.  
OR  
How do economic principles like supply and demand influence hotel pricing strategies?
- Q.4. What is customer centricity and how does it influence hotel pricing strategies?  
OR  
Explain how does brand architecture affect pricing strategy in multi brand hotel chains.
- Q.5. Explain the role of market research in formulating hotel pricing strategies.  
OR  
Describe the benefits of automated personalization & segmentation using artificial intelligence in hotels.
- Q.6. Hotel Paradise has 200 single rooms & 300 double rooms. ARR = 4000/-, Average occupancy = 80% & multiple occupancy = 50%. The Rack rates are as follows: Single room on single occupancy = ₹3000/-, Single room on Double occupancy = ₹4000/-, double room on single occupancy = ₹5000/- & double room on double occupancy = ₹7000/-  
Calculate: i) Potential Average Rate ii) Yield%  
OR  
Hotel Sunshine has 700 rooms. The average occupancy = 40% & the number of rooms sold as doubles = 140. The daily revenue earned = ₹14 lakhs. Calculate:  
i) Room count ii) House count iii) ARR  
iv) RevPAR v) Average Guest per room

**SECTION – C**

Attempt all questions (15x1=15)

- Q.7. The Grand Meridian Hotel is a 100 room upscale property located in the heart of a city known for its annual cultural festival. Historically, the festival week sees a dramatic surge in demand, with occupancy rates jumping from an average of 60% to nearly 100%. The hotel has three main rate categories:

- Best Available Rate (BAR): ₹8000/-
- Advance Purchase Rate: ₹6000/- (Non-refundable bookable 30 days in advance)
- Corporate Negotiated Rate: ₹6500/-

As the festival approaches, bookings accelerate rapidly. Many rooms are being reserved early at the advance purchase rate, while last minute demand from festival attendees is expected to be high and less price sensitive. The revenue manager observes that, despite high occupancy, the ADR is lower than anticipated due to the volume of discounted advance bookings.

**Key Data:**

- Historical festival week occupancy: 95-100%
- Last year's ADR during festival: ₹7200/-
- This years forecasted ADR (with current booking pace): ₹6500/-
- Variable cost per room: ₹1200/-
- Competitor hotels have started closing discounted rates as demand builds.

With several rooms still available & demand expected to peak closer to the festival dates, the revenue manager must decide how to adjust pricing & inventory controls for the remaining rooms to maximize revenue.

- What risks does the hotel face if it continues to sell rooms at the advance purchase rate as the festival approaches? Analyze the impact on revenue, consumer surplus and market positioning.
- Propose a revenue management strategy for the remaining rooms. What rate fences or inventory controls should be implemented and how would these actions optimize both occupancy and ADR during the festival week?

**OR**

Urban stay is a mid-scale hotel chain operating in several major cities. The brand is known for its comfortable rooms, convenient locations & value added services, complimentary WIFI & breakfast. Urban stay is facing competition from both budget & upscale chains as they are offering aggressive promotional rates.

During the last quarter, urban stay noticed a drop in occupancy rates during weekdays, while weekends remained stable. Business travelers, who were once the core weekday segment have started choosing nearby hotels. The leisure travelers continue to choose urban stay for weekend getaways, attracted by bundled packages.

**Recent Actions:**

- Urban stay conducted a guest survey & found that business travelers value convenience & loyalty rewards while leisure guests prefer affordability & added benefits.
- Competitive benchmarking revealed that nearby hotels have increased weekday rates but offer exclusive discounts.
- Booking data analysis showed that the last minute bookings are from business traveler while the leisure guests book in advance.

- Analyze the current pricing challenges faced by urban stay hotel. What factors should management consider when deciding between a fixed rate system and a dynamic customer centric pricing approach?
- Suggest a revised pricing strategy for urban stay hotels. How can the hotel use the survey data & benchmarking information for designing pricing packages for all guests? What risks should they be aware of when implementing these changes?

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SUBJECT CODE: BHA607

7

EXAM DATE: 21.04.2026

ROLL No.....

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



COURSE : 6<sup>th</sup> Semester of 3-year B.Sc. (HHA) Program  
SUBJECT : Entrepreneurship 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)
- Intrapreneurship
  - Customer-centric service
  - Advantages of partnership
  - Disadvantages of limited companies
  - Business valuation
  - CSR
  - Social and cultural environment
  - Contactless technology and self-service solutions
  - Social entrepreneurship in hospitality
  - Eco-friendly operations in sustainable tourism initiatives

**SECTION – B**

Attempt all questions (6x5=30)

- Q.2. Explain about the entrepreneurial management in hospitality.  
OR  
List down the steps of evaluating business ideas in the hospitality sector and brief each of them in one or two sentences.
- Q.3. Draw a comparison table between sole proprietorship partnership and limited liability company.  
OR  
Illustrate "SMART" in connection to hospitality entrepreneurship.
- Q.4. Discuss the discounted cash-flow (DCF) method in hospitality business valuation.  
OR  
Analyze the role of corporate culture in promoting entrepreneurship in hospitality firms.
- Q.5. Discuss about the concept of multi-cultural and international tourism markets.  
OR  
Outline the design thinking in hospitality industry.
- Q.6. Describe the role of innovation in social context.  
OR  
Describe family business in hospitality with example.

**SECTION – C**

Attempt all questions (15x1=15)

- Q.7. "Comfort Hotels", a successful mid-scale hotel brand, has established five owned properties in India and is planning rapid expansion into tier-2 cities. Due to limited capital availability, the company is considering adopting a franchise model instead of owning all future properties.  
A potential franchise partner has approached the company to operate a Comfort property in Jaipur under a franchise agreement. However, the company is concerned about maintaining brand standards, quality control, and operational consistency across locations.

At the same time, the management is exploring alternative growth options such as management contracts and joint ventures with real estate developers. Senior leadership wants to understand the long-term implications, risks, and benefits before finalizing the strategy.

- i) Explain the franchise business model in the hospitality industry, including its benefits and challenges for both franchisor and franchisee.
- ii) Compare franchising, management contracts, and joint ventures as expansion strategies for Comfort Hotels. Recommend the most suitable approach with justification.
- iii) Discuss key success factors and risks involved in maintaining brand standards and operational consistency in hospitality franchising, with relevant examples.

OR

A young entrepreneur plans to launch a hospitality start-up called "LocalNest Experiences", which aims to provide immersive cultural stays and curated local experiences for domestic and international tourists. The concept combines boutique homestays with digital storytelling, local cuisine workshops, and community-led tourism activities.

During market research, the entrepreneur realized that travelers increasingly prefer personalized experiences, seamless digital booking platforms, and sustainable tourism options. However, the founder lacks funding, technological expertise, and industry connections to scale the idea effectively.

To address these challenges, the entrepreneur is considering applying to a hospitality start-up incubator supported by the government tourism department, which offers mentorship, funding access, and networking opportunities. The founder is also exploring the integration of AI-based recommendation systems, mobile apps for guest engagement, and social media platforms for marketing and customer acquisition.

- i) Using the design thinking approach, explain how the entrepreneur can develop and refine the LocalNest Experiences concept to meet customer needs effectively.
- ii) Analyse the role of technology and digital platforms in enhancing innovation, customer experience, and competitiveness for this hospitality start-up.
- iii) Discuss the importance of incubators, accelerators, hospitality networks, and government support programs in promoting entrepreneurship in the hospitality sector. Provide relevant examples.

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

COURSE : 6<sup>th</sup> Semester of 3-year B.Sc. (HHA) Program  
SUBJECT : Hospitality Law  
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)**
- Law
  - BNS- Substantive law
  - Food additives
  - Adulterated food
  - Right of lien
  - Design patent in cyber law
  - Biological hazard in FSSAI
  - Right to admission
  - POSH at workplace
  - Unilateral contract

**SECTION – B**

**Attempt all questions**

**(6x5=30)**

- Q.2. List and explain in brief any three fundamental duties of an Indian citizen.  
**OR**  
What are legal requirements during pre-construction phase of hotel?
- Q.3. Explain the role & power of a food inspector under the relevant Food Safety Act.  
**OR**  
Discuss the salient features of Food Safety & Standard Act, 2006.
- Q.4. What are primary duties and responsibilities of hoteliers towards in-house guest?  
**OR**  
Sale of alcohol to a minor below the legal age of drinking is a license violation & will lead to penalties. Comment
- Q.5. What is cyber crime? Give few activities which come under cybercrime.  
**OR**  
List the key aspects of the Digital Personal Data Protection Act – 2023.
- Q.6. Explain the importance of online access to justice in the modern legal system & discuss how digital platforms help improve accessibility & transparency.  
**OR**  
Give the key rights guaranteed to the consumer under the Consumer Protection Act – 2019.

**SECTION – C**

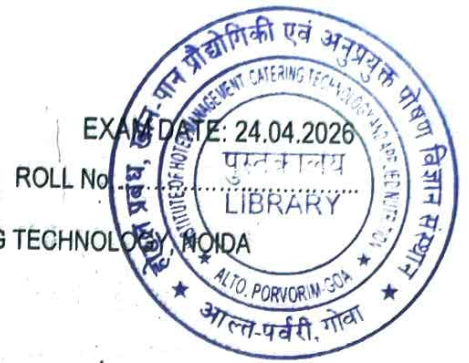
**Attempt all questions**

**(15x1=15)**

- Q.7. You are a young manager in a good reputed five star hotel in A grade city. The owners are planning to start an outlet discotheque/ dance bar for familiarity & revenue. They are also planning to convert a banquet hall into discotheque. Advise them regarding the key licenses & approvals required for the same.  
**OR**  
Food safety is of primary importance for guest staying in star hotels. Elucidate food safety management systems being followed in hotels, citing few examples adhering to FSSAI protocols.

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SUBJECT CODE: BHA610



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

COURSE : 6<sup>th</sup> Semester of 3-year B.Sc. (HHA) Program  
SUBJECT : Appreciation of Cultural Diversity  
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)**
- Concept of culture
  - Diversity
  - Food traditions of southern India regions
  - Marriage traditions
  - Japanese Hospitality
  - National highlights of France
  - Etiquette as a cultural expression
  - Designing inclusive service environments
  - Cultural heritage
  - Preservation of tribal cuisines

**SECTION – B**

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

Q.2. Define elements of culture.

What is the importance of understanding cultural diversity in guest satisfaction?

Q.3. List down major religions of India and brief about any two of them.

List down major dance forms of India and brief on any two of them.

Q.4. Discuss your understanding about overcoming barriers and building intercultural competence.

Compare the food and drinks culture of France with India.

Q.5. Illustrate your understanding on organizational culture and inclusive practice.

How does culture influences the workplace behaviour?

Q.6. What is the role of hospitality in cultural heritage promotion?

What are the importance of cultural sensitivity in events and festivals?

**SECTION – C**

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

- Q.7. A state tourism department has partnered with a hospitality company to develop a cultural tourism circuit in a tribal region known for its unique food traditions, handicrafts, music, and festivals. The project includes heritage homestays, local cuisine restaurants, cultural performances, and guided village experiences for tourists. While the initiative aims to boost local employment and preserve cultural heritage, some community leaders have expressed concerns about commercialization of traditions, loss of authenticity, and cultural insensitivity by tourists. Additionally, international tourists visiting the region sometimes experience cultural shock due to differences in food habits, social norms, and lifestyle practices.

SUBJECT CODE: BHA610

EXAM DATE: 24.04.2026

The hospitality company is now tasked with designing culturally respectful guest experiences, training staff and tourists on cultural sensitivity, and ensuring sustainable preservation of local heritage while maintaining business profitability.

Discuss strategies for presentation and preservation of local and tribal cuisines and traditions while ensuring community participation and authenticity. Also, analyse the challenges of cultural shock and adaptation faced by tourists and hosts, and suggest measures to organize culturally sensitive events and experiences.

OR

Describe legal and ethical aspects: Dealing with conflict and discrimination in connection to managing diversity.

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SUBJECT CODE: BHA609

12

EXAM DATE: 27.04.2026

ROLL No.....

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



COURSE : 6<sup>th</sup> Semester of 3-year B.Sc. (HHA) Program  
SUBJECT : Human Resource 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)

- Strategic Human Resource Management
- New trends in career planning
- Performance Management
- Balanced Score card
- Job evaluation
- Human resource development
- Succession planning
- Actors of IR
- Collective bargaining
- Industrial Dispute Act



**SECTION – B**

**Attempt all questions**

(6x5=30)

Q.2. Explain the process of HR planning with a neat flow diagram.

**OR**

Explain various interview techniques used in selection process.

Q.3. Describe the recruitment process with the help of a flow chart.

**OR**

Discuss various methods of reward and incentive systems used in organizations.

Q.4. Discuss emerging roles & practices of HR in global organizations.

**OR**

Discuss various training methods.

Q.5. Explain e-HRM features and its role in managing a global workforce.

**OR**

Discuss various forms of worker's participation in management.

Q.6. Explain the grievance handling procedure using a flow chart.

**OR**

Distinguish between job description & job specification with suitable examples.

**SECTION – C**

**Attempt all questions**

(15x1=15)

Q.7. You are working as an HR executive in a five star hotel. The hotel plans to recruit guest room attendants and has decided to publish a newspaper advertisement.

- Design a detailed newspaper advertisement for the recruitment of guest room attendant.
- Explain the importance of a recruitment advertisement in attracting potential employees.
- Prepare a training program (orientation) for the first 2 days of the new joiners.

**OR**

Ravi worked as a HK attendant at ABC Hotel, a busy five star hotel in a tourist city. Like many others, he worked long hours during peak seasons, often without overtime pay. Contract workers were unsure about of security and grievance were rarely addressed.

One day employees formed the ABC hospitality workers union. The union met with hotel management to discuss fair shift timings, weekly offs and safety issues. Through collective bargaining, the union negotiated, overtime wage and proper appointment letters for contract staff.

i) Explain the functions performed by a Trade union.

ii) What are the benefits of collective bargaining?

iii) Identify & explain negotiation skills used by the union representative while negotiating with hotel management in the given case.

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