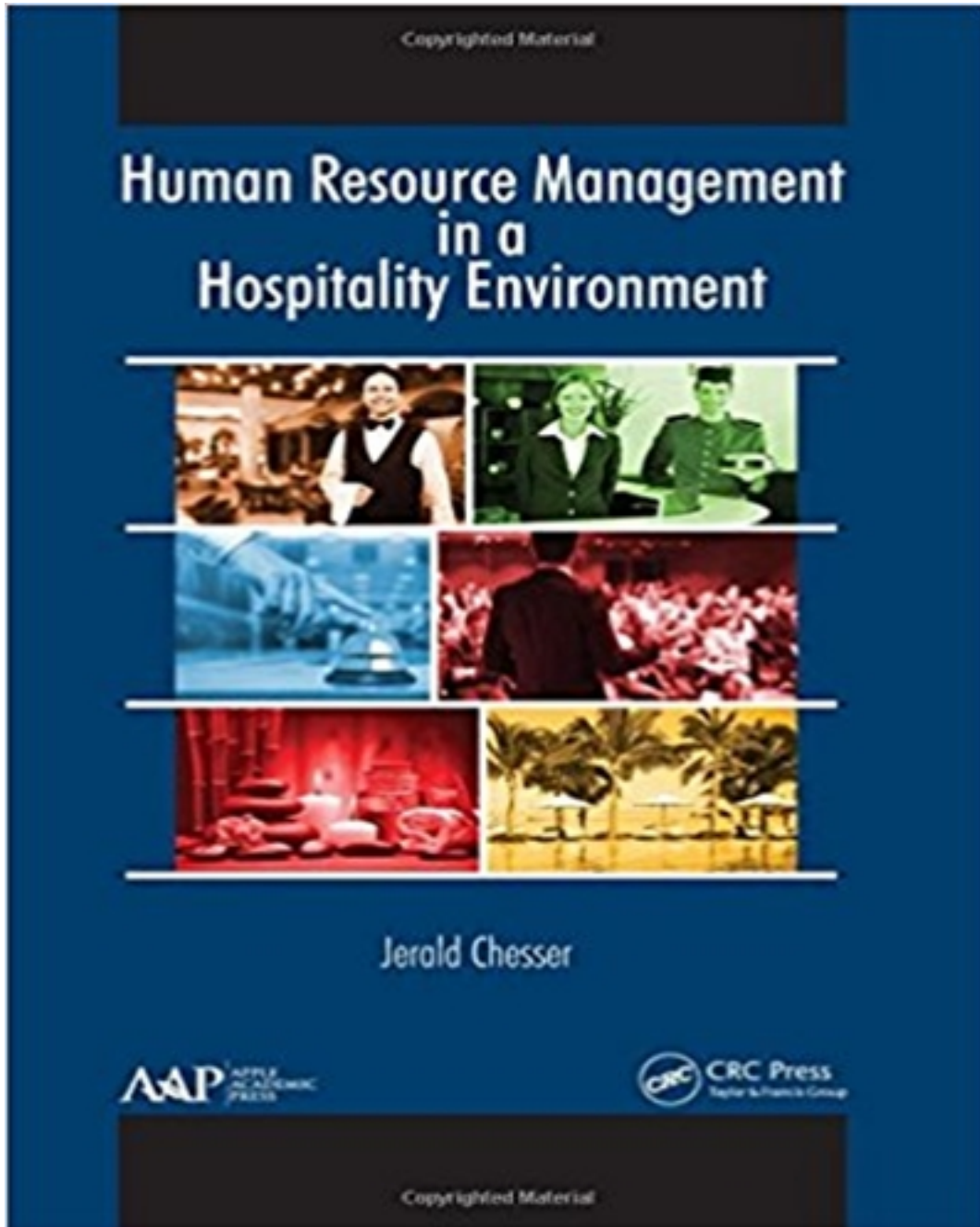


# Solutions for Human Resource Management in a Hospitality Environment 1st Edition by Chesser

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# Solutions

# Supervision

# 2

## Test Bank

*(Ratio directed to 10 question test.)*

*\* (Asterisk) denotes correct answer*

### *Knowledge Domain 2-1*

*Objective 2-1: Define the term supervisor – Select -1 question to achieve 10 questions*

- **The Taft Hartley Act states a supervisor is an individual that has:**
  - a. supervisory skills.
  - b. authority to lay off individuals. \*\*
  - c. authority to purchase supplies.
  - d. grievance settlement skills.
- **A supervisor does not need to have knowledge of government regulations. F**
- **According to the text, in the hospitality industry the ultimate goal of the supervisor is which of the following?**
  - a. guest satisfaction \*\*
  - b. to avoid personnel based lawsuits
  - c. gaining a knowledge of company policies
  - d. maintaining quality performance

### *Knowledge Domain 2-1*

*Objective 2-2: Identify and discuss the attributes a successful supervisor – Select -1 question to achieve 10 questions*

- **According to Bill Marvin the supervisor (coach) should measure their own success:**
  - a. by the success achieved by their players \*\*
  - b. by the bottom line of the operations P&L
  - c. by their professional advancement
  - d. by the size of their bonus
- **The supervisor needs to be able to:**
  - a. understand to understand the feelings, attitudes, and motives of others \*\*
  - b. control the feelings, attitudes, and motives of others

- c. suppress the feelings, attitudes, and motives of others
- d. manipulate the feelings, attitudes, and motives of others

*Knowledge Domain 2-2*

*Objective 2-3: Identify elements of ethics and professionalism in supervision – Select -1 questions to achieve 10 questions*

- **Which of the following statements is correct?**
  - a. the supervisor's actions can impact the health and safety of the public being served \*\*
  - b. the effect of the supervisor's actions are positive
  - c. ethics is concerned with the determination of the wrong in human behavior
  - d. ethical behavior is not beneficial to the profit of the business
- **According to Jernigan: an ethical code of practice serves as a framework in which various other standards can be evaluated. Application of this idea is best expressed in which of the following statements?**
  - a. one step in the development of company policies should be considering the policy in relation to the company's ethical code
  - b. revision of the companies ethical code when it calls into questions actions of the management of the company
  - c. no disclosure to the staff or the public of the companies ethical code
  - d. when current operating practices are not in alignment with the company's ethical code ignore the ethical code

*Knowledge Domain 2-3*

*Objective 2-4: Identify and apply the elements of supervision– Select -5 questions to achieve 10 questions*

- **Focusing on the satisfaction of the external customer is sufficient to achieve quality team performance. F**
- **Regulations that govern the hospitality operation include which of the following?**
  - a. labor laws \*\*
  - b. quality standards
  - c. operational processes
  - d. equipment instructional material
- **The first step in all good planning is to plan time to plan. T**
- **The three steps in the planning process are which of the following?**
  - a. information gathering, analysis of information, program of action development \*\*
  - b. information gathering, program of action development, program evaluation
  - c. analysis of information, analysis of current programs, revision of current programs
  - d. program evaluation, analysis of information, program revision
- **Major areas of planning for the supervisor do not include which of the following?**
  - a. tracking employee vacation day accrual \*\*
  - b. setting and communicating standards of performance
  - c. communicating clear job expectations
  - d. determining training needs
- **Good organization is the bringing together all of the necessary elements in a manner that will allow achievement of a**
  - a. plans goal \*\*
  - b. task
  - c. financial target
  - d. targeted labor cost

- **To succeed as a coach the supervisor needs to be:**
  - a. consistent, objective and fair in performance evaluation \*\*
  - b. highly directive
  - c. able to do the job better than anyone they supervise
  - d. friendly and personable
- **The coach communicates that \_\_\_\_\_ success and growth.**
  - a. they care about the individual staff member and the team's \*\*
  - b. they care about the success of the company and the company's
  - c. they care about the team and the company's
  - d. they care about the company and the team's
- **Effective supervision requires:**
  - a. adaptability combined with quality coaching \*\*
  - b. adaptability
  - c. quality coaching
  - d. micro-management
- **Teamwork:**
  - a. takes conscious effort to develop and continuous effort to maintain \*\*
  - b. develops naturally and is automatically maintained
  - c. is important at the line level not at the executive level
  - d. requires no celebration of quality performance
- **The foundation for understanding, cooperation, and action is which of the following?**
  - a. communication \*\*
  - b. company policy
  - c. clear directions
  - d. open door policy
- **Delegation means:**
  - a. granting a team member the authority to oversee specific tasks and responsibilities \*\*
  - b. assigning work with clear direction and quality supervision
  - c. allowing discretion in completion of assigned work with prior approval
  - d. holding a team member responsible for work outcomes but no discretion in the work process
- **Which of the following is *not* an outcome of delegation?**
  - a. supervisor frustration \*\*
  - b. cooperation among team members
  - c. trust
  - d. orderly workload distribution
- **Development of a feeling of ownership in the staff member is accomplished through which of the following?**
  - a. empowerment \*\*
  - b. assigned duties
  - c. quality benefits
  - d. communication of company vision
- **Which of the following hotel companies has won the Malcolm Baldrige National Quality Award?**
  - a. Ritz Carlton \*\*
  - b. Hyatt
  - c. Westin
  - d. Hilton

- **The supervisor must:**
  - a. be a life-long learner to stay current in technology \*\*
  - b. be a technology expert
  - c. be able to maintain the rooms management system in the property
  - d. be the most knowledgeable person in the operation regarding the rooms management system
- **Providing effective communication with team members and other departments is a major part of:**
  - a. coaching.
  - b. planning. \*\*
  - c. championing.
  - d. delegating.
- **Prior to delegating duties, the supervisor should determine which of the following?**
  - a. Does the team member understand the purpose of the task? \*\*
  - b. Has the emphasis been placed on the future or the past?
  - c. Have the training objectives been achieved?
  - d. Has the employee's performance appraisal been completed?
- **The supervisor must have the ability to get it (the work) done:**
  - a. by empowering other people to carry out quality standards of performance. \*\*
  - b. by micro-managing staff members to make certain the job is done
  - c. by breaking tasks into very small pieces to make certain staff understand what they are to do
  - d. by having extra staff available to pick-up the slack when needed to get the job done
- **Empowerment is defined as:**
  - a. actively providing plans to team members.
  - b. actively seeking ideas from team members. \*\*
  - c. actively micromanaging team members.
  - d. actively reserving the right and power to make decisions.

*Knowledge Domain 2-4*

*Objective 2-5: Define and discuss the concept of authority – Select -1 question to achieve 10 questions*

- **The most common form of authority is:**
  - a. authority of position. \*\*
  - b. authority given to an individual by those on the team.
  - c. authority imposed on others by an individual.
  - d. authority emanating from emergency action.
- **According to John Maxwell which of the following is true?**
  - a. The only thing a title can buy is a little time either to increase your level of influence with others or erase it. \*\*
  - b. The only meaningful power comes from the position.
  - c. Authority gives the individual complete power over the individual.
  - d. A requisite for proper and effective use of authority is realizing that authority is absolute.

*Knowledge Domain 2-5*

*Objective 2-6: Identify elements of the evolution of supervision – Select -1 question to achieve 10 questions*

- **“The leaders of the research group concluded that productivity increased, not as a result of any of their contrived stimuli, but rather as a result of the absence of any authoritarian supervision and the interest**

shown in employees by the researchers.” The previous statement is related to which of the following studies that contributed to modern supervision principles?

- a. Hawthorne \*\*
- b. Hawkins
- c. Likert
- d. Gestalt

• **The Hawthorne and Likert research:**

- a. make it clear that authoritarian style leadership and supervision are not the most effective for long-term productivity. \*\*
- b. found that that each level of management is a member of a multifunctional team that includes the next upward level.
- c. showed that high pressure on subordinates through work standards was effective.
- d. observed four approaches to supervision and leadership.