Human Resource Management in a Hospitality Environment 1st edition Chesser Solutions Manual

SKU: 9781771883009-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

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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

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- **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 Baldridge National Quality Award?**
  a. Ritz Carlton **
  b. Hyatt
  c. Westin
  d. Hilton

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- **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**

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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.

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