

 **INTI** International
University & Colleges

FINAL
Examination Paper
(COVER PAGE)

Session : January 2018

Programme : Diploma In Hotel Management (DHMN/DHM)
Diploma In Culinary Arts (DCA/DCAN)

Course : DHM1112: Supervision In The Hospitality Industry

Date of Examination : March 9, 2018 (Friday)

Time : 11:00 am – 1:00 pm Reading Time: Nil

Duration : 2 Hours

Special Instructions :

Section A: THIRTY (30) Multiple Choice questions. Answer **ALL** the questions.

Section B : Short answer questions. Answer **ALL** the questions.

IMPORTANT NOTE : **THIS PAPER SHOULD NOT BE TAKEN OUT OF THE EXAMINATION HALL**

Materials permitted :
Nil

Materials provided :
OMR Sheets

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Moderator : Puan Umme Umaimah binti Amin

DIPLOMA IN HOTEL MANAGEMENT PROGRAMME (DHMN/DHM)
DIPLOMA IN CULINARY PROGRAMME (DCA)
DHM1112: SUPERVISION IN THE HOSPITALITY
FINAL EXAMINATION: JANUARY 2018 SESSION

Section A: Multiple Choice Question (30 marks)

Instructions: This section consists of **THIRTY (30)** questions. Answer **ALL** questions in the OMR sheet provided.

1. Scientific management is associated with the theory of _____.
 - A. the Hawthorne experiments
 - B. Frederick Taylor
 - C. participative management
 - D. the human relations

2. A flex style of management means _____.
 - A. bending the rules to get employees to work better
 - B. being able to do all the different tasks you supervise
 - C. successfully maintaining the management point of view without slipping back to the workers' point of view
 - D. adjusting decisions and actions to the needs of the situation

3. Human relations theory emphasizes on _____.
 - A. the importance of workers as individuals
 - B. a fair day's work
 - C. management by group decision
 - D. incentive pay

4. Human skills needed by a manager includes the _____.
 - A. ability to advise workers on personal matters
 - B. ability to organize the work and schedule personnel appropriately
 - C. sensitivity to workers' personal needs
 - D. keeping labor costs down

5. The supervisor's authority comes from _____.
- A. power to hire and fire, reward and punish
 - B. consistent disciplinary action
 - C. acceptance of authority by workers
 - D. all of the above
6. Management by example refers to _____.
- A. following in your boss's footsteps
 - B. setting a good example for your workers
 - C. a method of training using show-and-tell techniques
 - D. making an example of a worker who breaks rules
7. When an employee has much commitment but little competence to do a job, the best leadership style according to situational leadership theories is _____.
- A. directing
 - B. coaching
 - C. supporting
 - D. delegating
8. An employer could be _____ if a guest was injured by a hostile employee.
- A. tipped
 - B. sued for positive hiring
 - C. sued for negative hiring
 - D. sued for not making background checks
9. Diversity refers to all of the following *except* _____.
- A. sex
 - B. culture
 - C. race
 - D. religion
10. Diversity in itself is not a challenge, but in fact, an opportunity. It is an opportunity for us to _____.
- A. build diverse teams
 - B. move beyond awareness training and move toward diversity skills training
 - C. create value for guests and shareholders
 - D. all of the above

11. To be an effective supervisor in a culturally diverse workforce you must be able to do all of the following *except*:
- A. Recognize the different ways that people communicate.
 - B. Be sensitive to your own employees' cultural values.
 - C. Adapt your own supervisory style to the cultures of your associates accordingly.
 - D. Think that your way is the best.
12. A performance standard tells workers:
- A. how to do what they are supposed to do.
 - B. how well they are supposed to do it.
 - C. what they are supposed to do.
 - D. all of the above.
13. A unit of work is:
- A. a distinct segment of the work, one of several making up the job.
 - B. one task in a work sequence.
 - C. a job classification.
 - D. one department in an operation or one store in a chain.
14. A task is:
- A. a unit of work or a work sequence.
 - B. one step or procedure in a unit of work.
 - C. a series of steps in a unit of work.
 - D. an objective.
15. The job analysis is:
- A. a job description.
 - B. determining what jobs are suitable for performance standards.
 - C. identifying tasks in a given job and breaking them down into units.
 - D. identifying distinctive units in a given job and listing the tasks in each unit.
16. The job description lists the:
- A. starting hourly wage.
 - B. work units and tasks involved in the job.
 - C. performance standards for the job.
 - D. qualifications a person must have in order to get the job.

17. The labor market refers to:
- A. the classified ad section of a newspaper.
 - B. employed people in a given area.
 - C. the jobs available and the people looking for work.
 - D. government and private employment agencies.
18. One disadvantage of patterned interviews is that they:
- A. are not very thorough.
 - B. are not consistent.
 - C. encourage bias by managers.
 - D. discourage customized discussion.
19. The most appropriate way to recruit applicants for entry-level jobs is through:
- A. classified advertisements.
 - B. employment agencies.
 - C. job posting.
 - D. several approaches.
20. The word *TEAM* stands for:
- A. Together everyone attains more
 - B. Together everyone aims for more
 - C. Together everyone achieves much
 - D. Together everyone achieves more
21. A team with high morale will have all of the below *except*:
- A. Work well together
 - B. Communicate effectively
 - C. Trust each other
 - D. A lack of harmony
22. A successful trainer must be:
- A. able to do everything that must be taught.
 - B. a good communicator.
 - C. sensitive to the trainees.
 - D. all of the above.

23. When someone simply cannot learn a job, the best thing to do is:
- A. making sure the trainee has understood.
 - B. adapting the training to individual needs.
 - C. giving feedback and reinforcement.
 - D. all of the above.
24. Group training has the advantage over one-to-one training for:
- A. audiovisual presentations.
 - B. conveying company policies in the same way for each trainee.
 - C. giving the same general information and background to everyone.
 - D. all of the above.
25. One-to-one training has the advantage over group training, which allows the trainer to _____.
- A. keep on trying to train
 - B. assign another trainer to train the employee
 - C. have the person assist another worker
 - D. try to place the employee in a less demanding job
26. A summative evaluation looks at which of the following?
- A. Reaction, Knowledge, Productivity, Behavior, Attention
 - B. Knowledge, Independence, Behavior, Attitude, Attention
 - C. Reaction, Knowledge, Productivity, Behavior, Attitude
 - D. Reaction, Knowledge, Motivation, Behavior, Attitude
27. Which of the following is not a step to organizing for success?
- A. Clarifying how you and your job fit into the organization
 - B. Planning for improvement
 - C. Investigating possible sources of problems
 - D. None of the above
28. Which of the following is not a way that workers generally respond to change?
- A. Resistance
 - B. Insecurity
 - C. Open communication
 - D. Resentment of personal losses

29. Brainstorming is:
- A. group decision-making.
 - B. weighing the pros and cons.
 - C. generating all possible solutions without considering pros and cons, typically a group activity.
 - D. determining all possible consequences of a course of action.
30. Group problem solving:
- A. always produces a better solution than individual problem solving.
 - B. usually produces more commitment to the solution because everyone takes part in it.
 - C. is quicker because of better communication.
 - D. all of the above.

Section B: Answer **ALL** questions in the answer booklet provided. **(70 marks)**

Question 1

According to data from the Bureau of Labor Statistics' Job Openings and Labor Turnover (JOLTS) program of U.S., in 2016, the turnover rate in the hospitality sector topped 70 percent for the second consecutive year. The overall turnover rate in the restaurants-and-accommodations* sector was 72.9 percent in 2016, up slightly from a rate of 72.2 percent in 2015.

Answer the questions below based on the statement above:

- (a) State **THREE (3)** theories of motivation and explain in what ways it can be applied to encourage staff loyalty. (6 marks)
- (b) A leader refers to someone whom people follow voluntarily. They play an integral part in instilling loyalty among staff. There are several types of leadership practiced in today's leaders, mainly bureaucratic and democratic. In your own words, compare and contrast the **TWO (2)** styles of leadership. (4 marks)

Question 2

Recruiting and retention of staff has always been a challenge in the hospitality industry. If you were in charge of staffing for St Regis Hotel, Kuala Lumpur, would you hire experienced worker or train people to fill in the position of a Front Office Manager? Explain and justify with reasons. (10 marks)

Question 3

- (a) Part of a supervisor's task is to ensure discipline among the workforce. Describe **FOUR (4)** necessity of discipline in the hospitality operation. (4 marks)
- (b) Compare and contrast positive and negative approaches to discipline. (6 marks)

Question 4

Harassment involves psychological and emotional disturbance by one part to another. There are many types of harassment found in a working environment. One of it is sexual harassment.

- (a) List down **FIVE (5)** psychological reaction effect of sexual harassment on an employee. (5 marks)
- (b) If a case of sexual harassment happen during your supervision, what would you do? Discuss **FIVE (5)** ways to deal with sexual harassment. (5 marks)

Question 5

- (a) Performance standards form the heart of the job description, and they describe the whats, how-tos and how-wells of a job. Identify **SIX (6)** goals of a performance evaluation. (5 marks)
- (b) "A poorly handled appraisal can undermine the entire evaluation process." From the statement, explain and provide examples of poor handling of evaluation process. (4 marks)

Question 6

Describe **FIVE (5)** factors that affect diversity in workplace in hospitality industry. (10 marks)

Question 7

Delegation is a managerial tool by which responsibility for the work is divided among people, level by level, throughout the organization. Discuss **FIVE (5)** reasons why some supervisors resist delegation. (10 marks)

-THE END-