

FINAL
Examination Paper

(COVER PAGE)

Session : January 2016/February 2016

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

Course : DHM1112: Supervision in the Hospitality Industry

Date of Examination : March 15, 2016 (Tuesday)

Time : 2:00 pm – 4:00 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 Amin

This paper consists of 8 printed pages, including the cover page.

DIPLOMA IN HOTEL MANAGEMENT PROGRAMME (DHM/DHMN)
DIPLOMA IN CULINARY ARTS PROGRAMME (DCA/DCAN)
DHM1112: SUPERVISION IN THE HOSPITALITY
FINAL EXAMINATION: JANUARY 2016/FEBRUARY 2016 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. A supervisor is a person who:
 - A. manage stock.
 - B. control employees.
 - C. disciplining employees.
 - D. manage people who perform service.

2. The supervisory role involves:
 - A. service output or product.
 - B. control of quantity and quality.
 - C. meeting employee and manager needs.
 - D. All of the above.

3. An organization chart used to show:
 - A. span of authority.
 - B. functions of employee.
 - C. the design of the department.
 - D. All of the above.

4. Boomerang effect refers to supervisor inability to solve the issue due to other departments or higher authority orders. Which below is an example of boomerang effect in a hotel?
 - A. Unsatisfactory of workload
 - B. Late payment issue of salary
 - C. Employees refuse to multitask in department
 - D. All of the above

5. Functions of management are as below **EXCEPT**:
- A. Planning
 - B. Controlling
 - C. Organizing
 - D. Funding
6. Personal qualities of a good hotel supervisor include:
- A. judgmental.
 - B. able to work under pressure.
 - C. do not believe in employees.
 - D. None of the above.
7. Main challenges of supervisors in hospitality industry include:
- A. high turnover.
 - B. incentives.
 - C. diversity.
 - D. All of the above.
8. Employees can be best motivated by below factors **EXCEPT**:
- A. salary.
 - B. work load.
 - C. number of public holidays.
 - D. medical and insurance entitlement.
9. Which below sociologist created Hygiene and Motivator Theory?
- A. Manz
 - B. Maslow
 - C. Herzberg
 - D. McGregor
10. Increasing awareness in workplace can be done by:
- A. learn other cultures.
 - B. consistently learn new languages.
 - C. doing all the tasks given by supervisor.
 - D. concentrating in own job and ignore others.

11. Diversity in workplace often led by factors such as:
 - A. marital status and gender.
 - B. sexual orientation.
 - C. culture.
 - D. All of the above.

12. Main reason for high turnover rate in hotel industry include:
 - A. inability to communicate with each other.
 - B. poor relationship in the organization.
 - C. the attire not well taken care of.
 - D. the food in cafeteria is lousy.

13. The purpose of performance evaluation is to:
 - A. give feedback on performance.
 - B. appreciate and give recognition.
 - C. set improvement goals.
 - D. All of the above.

14. The benefits of performance appraisal may result helps to maintain performance standards and improve of:
 - A. employee morale and motivation.
 - B. employee ability to make their own decision.
 - C. employee problem solving skill with the guests.
 - D. employee self-esteem and self-confidence.

15. During performance appraisal, the superior must avoid:
 - A. halo effect.
 - B. unbiased statement.
 - C. taking concern of the employee.
 - D. persuading employee to improve performance.

16. The common mistakes from superior during a performance interview is:
 - A. being autocratic.
 - B. listen to excuses.
 - C. failing to criticize.
 - D. showing emotions.

17. A good leader must possess knowledge on technical skill on the job and vast experience. This is because employees:
- A. tend to trust experience leader.
 - B. tend to ask the leader to prove their skill.
 - C. like to challenge their leader to do their job.
 - D. like to socialize with the knowledgeable leader.
18. According to a theory advanced by Bruce Tuckman, there are five stages of building a team. They are forming, storming, norming, performing and _____.
- A. adjourning
 - B. cancelling
 - C. achieving
 - D. breaking
19. A team effectiveness is defined by criteria such as:
- A. production, creativity and commitment.
 - B. production, execution and achievement.
 - C. production, recognition and standards.
 - D. None of the above.
20. In hospitality industry, supervisors tend to buddy new employees to pair up with the senior ones. This is to allow the senior employee to coach them. Somehow, some existing employees avoid coaching because:
- A. they do not like to answer inappropriate questions.
 - B. they refuse to expose their knowledge.
 - C. they do not like new employees.
 - D. they rather do their job alone.
21. The abbreviation of TQM stands for:
- A. Total Quantity Management.
 - B. Total Quality Management.
 - C. Top Quantity Measurable.
 - D. Top Quality Measurement.
22. Employee training and development is important to new and existing employees. The kinds of training used in hospitality industry are orientation, retraining and _____.
- A. job instruction
 - B. multitasking
 - C. retention
 - D. All of the above

23. A company with well trained employees will result in improved business. Effective training benefits the organization by:
- A. having less time to manage other job.
 - B. improve of employee morale.
 - C. produce happy superiors.
 - D. lesser productivity.
24. A logical approach to decision making allows supervisor solve issues by:
- A. follow their heart.
 - B. not taking consideration of options.
 - C. think of the causes and consequences.
 - D. allowing subordinate to make the decision.
25. A supervisor must decide best solutions in a demanding critical situation. He or she must consider multiple criteria including:
- A. risk.
 - B. expenses.
 - C. effect of decision.
 - D. All of the above.
26. If you face a situation when you are in charge of the kitchen in a restaurant and there are not enough ingredients at the busiest moment, you would:
- A. improvise the menu.
 - B. stop selling the menu.
 - C. go out and buy the ingredients.
 - D. just let the cooks do what they want.
27. If the hotel is running busy and there is no time to ask your employee how are they doing, you would observe them on their work. This is also known as :
- A. Feedforward control.
 - B. Concurrent control.
 - C. Auto control.
 - D. Feedback.
28. Empowerment of employees is important to:
- A. delegate the job.
 - B. trusting your employee with their ability.
 - C. allow employees to be responsible on their actions.
 - D. All of the above.

29. Potential troubles of delegating jobs may result damage to the company. Supervisor is not confident to delegate job because they are afraid that:
- A. the job will be not done right.
 - B. the employee will get reward.
 - C. the subordinate will be promoted.
 - D. the supervisor will have competition.
30. Some employees refuse to accept responsibilities passed down from their supervisors because:
- i. No time
 - ii. Rejection from other employee
 - iii. Fear of consequences of mistakes
 - iv. The job is not challenging enough
- A. i and iii only
 - B. i, ii and iii only
 - C. ii, iii and iv only
 - D. All of the above.

Section B: Answer ALL questions.(70 marks)

Question 1

A hospitality supervisor must be able to adapt all basic types of leadership. It is also known as Situational Leadership. Describe **FOUR (4)** types of leaderships in detail.

(8 marks)

Question 2

Douglas McGregor, a social psychologist had developed a theory back in 1960 which is a springboard from Maslow Theory: Hierarchy of Needs. This theory outlined assumption of people's behavior towards work from the managerial point of view. It is widely used in hospitality and other industries.

- (a) Describe the theory and its assumptions.
- (b) Differentiate both theories based on your answer in part (a).

(2 marks)

(10 marks)

Question 3

List down **TEN (10)** supervisory positions available in the hotel industry.

(10 marks)

Question 4

State **TEN (10)** factors that affect diversity in workplace in hospitality industry.

(10 marks)

Question 5

Incentives, pay and non-monetary rewards can be a very motivating factor in hospitality industry. Hilton Hotel brands and Fairmont Resort are well known for their reward programs that retain and attracts new employees.

- (a) Suggest rewards that can be used in hotel industry to retain and attract employees.
(5 marks)
- (b) Based on your answer in (a), develop a requirement that an employee must fulfill in order to enjoy the benefits.
(5 marks)

Question-6

Disciplinary is-not a new essence in hospitality industry. All operational employee are not excluded from disciplinary actions within the framework of the rules and regulations and requirements of the hotel and the job.

- (a) Define the term Discipline.
(2 marks)
- (b) Provide **FOUR (4)** examples of disciplinary actions usually taken in hotel industry.
(8 marks)

Question 7

Problem Solving skill is a special kind of decision making that involves choices between courses of actions. It involves identifying the cause of problem and developing ways to correct or remove the cause following the problem solving steps. List down **SEVEN (7)** steps of problem –solving with examples.

(10 marks)

-THE END-