Test Bank for Supervision in the Hospitality Industry 9th Walker

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Walker *Supervision in the Hospitality Industry, 9th Edition*
Test Bank and Answer Key

Chapter 1 The Supervisor as Manager

Objectives

1. Explain the supervisor's role in decision making, problem solving and delegation of duties.
2. Identify the obligations and responsibilities of a supervisor or executive chef.
3. Describe the functions of management.
4. Compare and contrast the major theories of people management as they relate to hospitality employees.
5. List examples of technical, human, and conceptual skills used by hospitality supervisors.
6. List three to five best practices for new supervisors.

Outline

1. The Supervisor's Role

- A supervisor is any person who manages people making products and/or performing services. A supervisor is responsible for the output of the people supervised—the quality and quantity of the products and services. A supervisor is also responsible for meeting employee needs and can ensure producing goods and services only by motivating and stimulating employees to do their job properly.
- First-line supervisors manage hourly employees.
- Organizational Charts
- Define:
    - Line functions: individuals directly involved in producing goods and services.
    - Staff functions: advisors such as HR or Training
    - Authority: right and power to make decisions and actions
    - Responsibility: obligation to carry out duties
    - Nonexempt employees: covered by federal and state wage and hour laws such as minimum wage and overtime
    - Exempt employees: not covered by federal and state wage and hour laws
    - Working supervisors: supervisor who spends part of workday performing work of hourly employees

2. Obligations and Responsibilities of a Supervisor/Executive Chef

- Explain the supervisor in the middle (Figure 1.5)
    - Represents management to workers
    - Represents workers and work to management
    - Represents the enterprise to the customers
- Explain boomerang management—reverting from the management point of view to the worker's point of view.
- A supervisor has obligations to owners—their profit, systems, and goals.

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- A supervisor has obligations to guests—providing the products and services they come for.
- A supervisor has obligations to employees—positive work climate, respect for the individual, communication, and belonging.
- So who's number one? If the manager/supervisors take care of the employees, the employees will take care of the customers, and the profits will take care of themselves.

3. Functions of Management

- A manager is a person who directs and controls an assigned segment of the work in a business; a supervisor is a manager.
- Some of the more important management functions:
    - Planning (looking ahead to chart goals and the best courses of action, determining who, what, why, when, where, and how work will be done)
    - Organizing (putting together the money, personnel, equipment, materials, and methods for maximum efficiency to meet goals)
    - Leading (interacting with and guiding employees in getting certain goals and plans accomplished; involves communicating, motivating, delegating, instructing, supporting, developing, and mentoring employees)
    - Controlling and evaluating (monitoring and evaluating results in terms of goals and standards previously agreed upon, taking corrective action)

4. Theories of People Management

- Management theory can be useful, even in a crisis. The problem is how to apply it. In the hospitality industry, the situation changes every few seconds, and the unexpected usually happens. Managing becomes the ability to adjust actions and decisions to given situations according to the demands of those situations: flex style of management (doing what will be most effective in terms of the situation, your workers, and yourself).
- Scientific management, according to the work of Fredrick Taylor, has four features:
    - Standardization of work procedures and methods
    - Careful selection of competent people
    - Constant supervision
    - Incentive pay
- Using standardization and principles of work simplification, scientific management led to the new field of industrial engineering. Give examples of standardization (standardized recipes) and benefits.
- The human relations theory (1930s and 1940s) was an outgrowth of studies made at the Hawthorne plant of Western Electric, in which the focus shifted from work to people. The human relations theme is that happy employees will be productive.
- In participative management (1960s and 1970s), workers participate in the decisions that concern them, resulting in improved work climate and increased commitment.
- Organizational Excellence (OE) is a participative process that empowers all levels of employees to work in groups to establish guest service expectations and determine the best way of meeting or exceeding those expectations.

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- Humanistic management is a combination of the scientific, human relations, and participative systems adapted to the needs of the situation, the workers, and the supervisor's leadership style.
- Another form of ROI (return on individuals).

5. Managerial Skills

- Technical skill is the ability to do the tasks of the people you supervise.
- Human skill is the ability to handle people successfully, and involves attitude, sensitivity, and self-awareness.
- Conceptual skill is the ability to see the whole picture and the relationship of each part to the whole.
- Personal skills and qualities:
    - Self-management (be an opportunity thinker instead of an obstacle thinker)
    - Strong self-image
    - Belief that employees will perform well
    - Flexibility and creativity
    - High energy levels
    - Ability to work under much pressure

Case Study

The questions at the end of the case study are designed to get students involved in the problem. There are no right or wrong answers. We suggest that you try to lead the students' discussion to bring out the following points.

- The supervisor's job is managing people, not doing their work, as Bernie is doing (boomerang management). Managing people requires maintaining performance standards.
- Failure to correct a worker's performance or behavior means in effect that the supervisor is approving the action. Bernie must enforce the rules and standards.
- Standards of performance and conduct should be established and made clear. (This is done through job descriptions, performance standards, and employee policy and procedure manuals, all discussed in the book.) When workers know exactly what is expected of them, the supervisor's job of maintaining standards is simplified.
- The manager's point of view is necessarily different from that of a worker. Encourage discussion of how and why it is different, and how this is making problems for Bernie.
- The supervisor's boss has a responsibility to help the new supervisor adjust to the shift in roles. This is usually done through training, coaching, and open communication between supervisor and boss.
- Being liked does not necessarily equate with good leadership and successful people management.
- Supervisors can manage people without being severe or autocratic (as Debra was), yet still not let workers take advantage of them (as Bernie does) just because they once worked together or are good friends.

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Key Points

1. A supervisor is any person who manages people making products or performing services. A supervisor is responsible for the quality and quantity of the services and products for meeting the needs of employees. Only by motivating and stimulating the employees to do their jobs properly will supervisors produce high-quality products and services.
2. Using an organization chart, you can see line and staff functions, as well as how authority and responsibility are handed down from the top level of management to the first-line supervisors.
3. As a supervisor, you depend for your own success on the work of others, and you will be measured by their output and their performance. You will be successful in your own job only to the degree that your workers allow you to be, and this will depend on how you manage them.
4. As a hospitality supervisor, you have obligations to the owners, guests, and employees. To your employees, you represent management. To the owners and your bosses, you are the link with the employees and the work to be done. You represent productivity, cost control, quality control, and customer service. You also represent your people and their needs and desires. To the guests, your output and your employees represent the company.
5. As a supervisor, you've got to maintain the management point of view. You can't go back to where you came from (boomerang management).
6. As a supervisor, if you take care of the employees, the employees will take care of the customers, and the profits will take care of themselves. Your principal concern is your employees.
7. Some of the most important management activities you will be involved in are planning, organizing, leading, and controlling or evaluating.
8. Managing is the ability to adjust actions and decisions to given situations. A flex style of management calls on theory, experience, and talent. It is a skill that cannot be taught in a classroom but has to be developed on the job.
9. The successful supervisor will blend principles of scientific management, human relations, and participative management, according to the needs of the situation and the employees, into a style referred to as *humanistic management*.
10. For success, managers need technical skills, human skills, conceptual skills, and certain personal skills.

Answers to Review Questions

1. Answers will vary. A supervisor is any person who manages people making products and/or performing services. A supervisor is responsible for the output of the people supervised—the quality and quantity of the products and services. A supervisor is also responsible for

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meeting employee needs, and can ensure producing goods and services only by motivating and stimulating employees to do their job properly.

2. Exempt

- Nonexempt employees (covered by federal and state wage and hour laws such as minimum wage and overtime).
- Exempt employees (not covered by federal and state wage and hour laws).

3. When an hourly worker becomes a supervisor they are often supervising people with whom they have worked side by side for years. The temptation is to slip back into familiar routines, attitudes, and points of view (boomerang management). This does not work. They may empathize and listen, however, a manager must maintain a manager's point of view.

4. (A) As a hospitality supervisor, you have obligations to the owners, customers, and employees. To your employees, you represent management. To the owners and your bosses, you are the link with the workers and the work to be done. You represent productivity, cost control, quality control, and customer service. You also represent your people and their needs and desires. (B) To the guests, your output and your employees represent the company. (C) Answers will vary.

5. Answers will vary.

6. A comparison of the following theories (answers will vary):

   (A) Scientific management has four features:

   - Standardization of work procedures and methods
   - Careful selection of competent people
   - Constant supervision
   - Incentive pay

   (B) The human relations theories: focus shifts from work to people. Human relations theme is that happy employees will be productive.
   Organizational Excellence (OE) a participative process that empowers all levels of employees to work in groups to establish guest service expectations and determine the best way of meeting or exceeding those expectations.

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Participative management: workers participate in the decisions that concern them, resulting in improved work climate and increased commitment.
Humanistic management is a combination of the scientific, human relations, and participative systems adapted to the needs of the situation, the workers, and the supervisor's leadership style.

(C) The successful manager will blend principles of scientific management, human relations, and participative management according to the needs of the situation and the employees into a style referred to as humanistic management.

7. (A) Human skills needed are the ability to handle people successfully, and involves attitude, sensitivity, and self-awareness.
(B) Why? Answers will vary.

8. Answers will include three of the following personal skills and qualities:
   - Self-management (be an opportunity thinker instead of an obstacle thinker)
   - Strong self-image
   - Belief that employees will perform well
   - Flexibility and creativity
   - High energy levels
   - Ability to work under much pressure

Answers to Activities and Applications

1. Discussion Questions

   Answers may vary. Incorporates personal opinions and experience.

2. Organizational Charts

   Students may provide various answers.

3. Management Functions

   A. Planning

   B. Leading

   C. Controlling

   D. Controlling

   E. Planning

   F. Leading

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G. Leading

H. Controlling

I. Leading

J. Leading

4. Brainstorming

   Students may provide various answers.

Additional Classroom Activities

1. Ask students to make a list of personal skills and qualities they have seen in supervisors and managers that were helpful. Have them to identify personal skills and qualities they possess that will help them perform as a supervisor.
2. Invite a local hospitality manager or Human Resources director to speak to the class on his or her philosophy of management and what he or she would look for in hiring a supervisor as well as the reality of being a supervisor of a hospitality operation.

True/False Questions

1. A supervisor is responsible for the input of the people supervised and for the quality and quantity of products and services.
2. Responsibility refers to the obligation that a person has to carry out certain duties and activities.
3. Exempt employees are covered by the federal and state wage and hour laws.
4. Work climate is the level of morale in the workplace.
5. The four main functions of management are planning, organizing, controlling, and interpersonal skills.
6. Scientific management is the standardization of work procedures, tools, and conditions of guests.
7. Human relations theory is a theory that states that satisfying the needs of employers is key to productivity.
8. Participative management is a system that includes employees in making decisions that concern them.
9. A manager needs three sets of skills: technical, human, and mechanical.
10. Opportunity thinkers focus on why the situation is impossible and retreat.

Multiple-Choice Questions

1. Scientific management is associated with:

   a. the Hawthorne experiments.
   b. Alexander Graham Bell.

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c. participative management.
d. the human relations theorists.
e. Frederick Taylor.

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.
e. Both b and d

3. Human relations theory emphasizes:

a. the importance of workers as individuals.
b. a fair day's work.
c. management by group decision.
d. incentive pay.
e. autocratic management.

4. Human skills needed by a manager include:

a. the ability to advise workers on personal matters.
b. the ability to organize the work and schedule personnel appropriately.
c. sensitivity to workers' personal needs.
d. keeping labor costs down.

5. Participative management:

a. allows workers to take part in decisions affecting them.
b. requires the supervisor to participate in the work alongside the workers.
c. allows workers to participate in company profits.
d. All of the above.
e. Both a and c

6. Management theory:

a. is practically useless on the supervisory level.
b. cannot be taught but must be learned on the job.
c. must be adapted to the situation and the people involved.
d. represents proven procedures that will work for anyone on any level.
e. Both b and d

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7. A supervisor has an obligation to customers to:

   a. see that their needs and desires are met.
   b. train workers in guest relations.
   c. represent the enterprise well.
   d. All of the above.
   e. train the boss.

8. An organization chart shows:

   a. the names of managers and their position in the organization.
   b. job descriptions and titles.
   c. payroll classifications and salaries.
   d. lines of authority and responsibility.
   e. All of the above.

9. A supervisor must work overtime without pay if he/she:

   a. supervises fewer than 10 people.
   b. supervises two or more people, spends 50 percent or more of his/her time managing, and earns $684 week or more.
   c. supervises two or more people and earns at least minimum wage.
   d. is considered a nonexempt employee.
   e. is an exempt employee with a company of more than 50 employees and who works more than 30 hours a week for minimum wage.

10. An approach to management that blends standardization, concern with people, and participative techniques is called:

    a. democratic management.
    b. humanistic management.
    c. flex-style management.
    d. boomerang management.

11. A poor work climate can cause:

    a. low labor turnover and better quality control.
    b. low productivity and fewer customers.
    c. a fun and easygoing attitude.
    d. hostility among workers.
    e. an increase in employee satisfaction.

12. Why is it *not* uncommon for some hourly workers, such as bartenders and serving personnel, to take home more pay than their supervisors?

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a. Supervisors are considered nonexempt employees and therefore do not earn overtime pay.
b. Supervisors are exempt employees and are not covered by wage and hour laws.
c. Bartenders and serving personnel are paid more than their supervisors.
d. Hourly employees are exempt, meaning that wage and hour laws do not cover them.

13. The work of Frank Gilbreth is associated with:

a. humanistic management.
b. human relations theory.
c. scientific management.
d. total quality management.
e. work simplification.

14. Organizational Excellence (OE) is a:

a. system in which workers participate in decisions that concern them.
b. participative process that empowers all levels of employees to work in groups to establish guest service expectations.
c. blend of several different systems.
d. theory in which a scientific approach was applied to human performance on the job to increase productivity.

15. Who states that there are two different patterns of thinking, opportunity, and obstacle?

a. Gilbreth
b. Manz
c. Taylor
d. Mayo
e. Schrock

16. Boomerang management occurs when a:

a. supervisor takes control under a stressful situation.
b. supervisor reverts from a management point of view to a worker's point of view.
c. supervisor rewards their employees for a job well done.
d. supervisor puts an employee on a probationary period.
e. Both a and b

17. According to Manz, an opportunity thinker:

a. concentrates on constrictive ways to deal with circumstances.
b. focuses on why a situation is impossible to handle.
c. seeks out opportunities that will create a positive work environment.
d. None of the above.

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e. Both a and b

18. Authority in hospitality management can be defined as:

a. the obligation of duties and activities a person has to carry out.
b. a dictatorship.
c. having the right to make the necessary decisions and take necessary actions to get the job done.
d. Both a and c
e. All of the above.

19. Working supervisors:

a. are in close contact with the people they supervise.
b. focus on work.
c. are at the highest level of authority and responsibility.
d. Both a and b
e. All of the above.

20. The supervisor's role is to:

a. be responsible for the quantity and quality of the products and services.
b. meet employee needs.
c. be responsible for the output of the people supervised.
d. All of the above.

21. A supervisor who leads and manages hourly paid employees is known as the:

a. working supervisor.
b. top-line manager.
c. first-line supervisor.
d. second-line supervisor.
e. Both a and c

22. As a hospitality supervisor, you have obligations to all of the following except:

a. guests.
b. owners.
c. employees you supervise.
d. your family and friends.
e. Both b and d

23. As a supervisor, your number one concern is:

a. your employees.
b. other managers.

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c. the guests.
d. the owners.
e. None of the above.

24. Which of the following represents the four main functions of management?
    a. Planning, evaluating, organizing, controlling
    b. Planning, organizing, leading, controlling
    c. Planning, organizing, evaluating, leading
    d. Planning, evaluating, leading, controlling
    e. None of the above.

25. Standardization of work procedures, tools, and conditions of work is known as:
    a. democratic management.
    b. flex-style management.
    c. boomerang management.
    d. scientific management.
    e. humanistic management.

26. Which of the following is not one of the three managerial skills essential to success?
    a. Physical skills
    b. Technical skills
    c. Personal skills
    d. Conceptual skills
    e. Both a and c

27. Which of the following is true of managerial skills?
    a. Management at any level is a science, not an art.
    b. They are an art that can be learned, although no one can really teach you.
    c. You do not have to be born with certain talents or personality traits.
    d. Studies of outstanding top executives accurately identify common sets of traits that add up to successful leadership.
    e. Human, technical and conceptual skills are needed by supervisors.

28. Which of the following is true of today's hospitality employees?
    a. They tend to have a higher expectation level and a lower frustration tolerance.
    b. They expect more out of a job than just a paycheck.
    c. Most are not tied by need to jobs they don't like.
    d. All of the above.
    e. Both a and b

29. At least ___ of both foodservice and hotel employees are women.
    a. 20%
    b. 40%
    c. 60%
    d. 75%
    e. 33%

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30. The group of Americans born between 1995 and 2012 are known as:
    a. Generation X
    b. Generation Y
    c. Generation Z
    d. Baby Boomers
    e. New Age Baby Boomers

Answer Key to True/False

1. F
2. T
3. F
4. T
5. F
6. F
7. F
8. T
9. F
10. F

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Answer Key to Multiple-Choice

1. e
2. d
3. a
4. c
5. a
6. c
7. d
8. d
9. b
10. b
11. b
12. b
13. e
14. b
15. b
16. b
17. a
18. d
19. d
20. d
21. c
22. d
23. a
24. b
25. d
26. e
27. e
28. d
29. c
30. c

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