

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

## **Chapter 2     The Supervisor as Leader**

### **True/False Questions**

1. In the hospitality setting, training simply means teaching people how to do their jobs.
2. A small mistake or oversight made by a poorly trained employee can have enormous impact.
3. Cross training can keep workers interested and motivated.
4. One benefit to training is that it doesn't cost the company money to perform.
5. The diversity of employees can be a training problem.
6. It is illogical for the supervisor to personally train employees.
7. Learning is the acquisition of knowledge, skills, or attitudes.
8. Training material needs to be well organized and presented all at once, instead of in small chunks.
9. Employees learn best when learning is relevant and practical.
10. A good job-training program should be organized as a series of written training plans, instead of one large written plan.

### **Multiple-Choice Questions**

1. The front-line supervisor:
  - a. does not have the power to hire and fire, reward and punish.
  - b. maintains consistent disciplinary action.
  - c. has the acceptance of authority by workers.
  - d. leads and manages hourly paid employees.
  - e. Both a and c
2. 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 the rules.
3. When an employee has much commitment but little competence to do a job, the best leadership style, according to situational leadership theories, is:
  - a. supporting.
  - b. coaching.
  - c. directing
  - d. delegating.
  - e. empowering.

4. Leadership style refers to:
  - a. charisma.
  - b. the manner of interaction the supervisor uses with employees in directing and controlling the work.
  - c. managerial skills (conceptual, human, and technical).
  - d. motivation through participation.
5. A fear-and-punishment leadership style:
  - a. works well with people who expect it.
  - b. breeds resentment, low morale, and personnel problems.
  - c. causes adversary relationships to develop.
  - d. All of the above.
  - e. Both a and b
6. The Theory X view of workers holds that:
  - a. people will work productively if you make them happy.
  - b. people are all the same and must be treated the same.
  - c. work is as natural as play, and people will work of their own accord toward objectives that fill personal needs.
  - d. people dislike work and must be coerced and threatened with punishment to get the work done.
7. The Theory Y view of workers holds that:
  - a. people will work productively if you make them happy.
  - b. people are all the same and must be treated the same.
  - c. work is as natural as play, and people will work of their own accord toward objectives that fill personal needs.
  - d. people dislike work and must be coerced and threatened with punishment to get the work done.
  - e. employees like to be harassed with both empowerment and carrot-and-stick motivation.
8. The leadership style that delegates all authority and power to the employees is called:
  - a. laissez-faire.
  - b. bureaucratic.
  - c. democratic.
  - d. autocratic.
9. Situational leadership theory holds that:

- a. a participative style of leadership is most effective in most situations.
- b. an autocratic style is most effective in most situations.
- c. as leadership style moves from autocratic toward participative, it becomes more and more effective.
- d. the degree of worker participation should depend on the work, the people, the leader, and time pressures—the total situation.
- e. Both a and c

10. Which of the following statements is true concerning the development of leaders?

- a. Management training programs focus on long-term skill sets instead of long-term development processes.
- b. Managers' numbers are the primary benchmark for evaluating their successes and failures.
- c. Teaching of administrative functions is a neglected aspect of leadership.
- d. In all cultures, it is not possible to find leaders at entry level.
- e. Both a and b

11. A formal leader is one who is:

- a. in charge by having the support of most of their employees.
- b. a manager that wanders around.
- c. in charge based on the organization chart.
- d. a boss who is "one of the gang."
- e. Both a and c

12. An informal leader:

- a. Does not have the support of employees
- b. Is in charge based on the organization chart
- c. Spends a significant amount of time walking around
- d. By virtue of having the support of employees, is in charge

13. A transformational leader:

- a. motivates through rewards.
- b. dictates to their employees what, when, and how things will be done.
- c. acts as a coach and leads by example.
- d. None of the above.
- e. Both a and c

14. A transactional leader:

- a. motivates through appealing to the workers' self-interest (rewards).
- b. leads by example.

- c. aims to fulfill the inner personal needs of the employees.
- d. Both b and c
- e. All of the above.

15. According to the theory of situational leadership, the types of behaviors are:

- a. carrot-and-stick.
- b. directed and supportive.
- c. authority and leadership.
- d. Theory X and Theory Y.
- e. empowering and authoritarian.

16. The hotel and restaurant industry depends on large numbers of people to fill \_\_\_\_\_, \_\_\_\_\_ jobs that have little interest and no perceived future.

- a. upper level, high wage
- b. entry level, high wage
- c. upper level, low wage
- d. entry level, low wage

17. In your typical full-service restaurant you will lose \_\_\_\_\_ of your hourly employees in \_\_\_\_\_ year(s).

- a. half, 2
- b. one-third, 1
- c. all, 1
- d. all, 2

18. Being a leader means:

- a. being someone that people follow voluntarily.
- b. guiding the actions of your employees to reach certain goals.
- c. influencing the actions of your employees to reach certain goals.
- d. All of the above.
- e. a and b

19. According to McGregor, the autocratic style is typical of which theory?

- a. Theory X
- b. Theory Y
- c. Theory Z
- d. None of the above.
- e. Both a and b

20. Which of the following is not one of the four styles of leading?
- a. Discipline
  - b. Delegating
  - c. Directing
  - d. Coaching
21. Which of the following is a characteristic and trait of effective leaders?
- a. Drive
  - b. Desire to influence others
  - c. Honesty and moral character
  - d. Self-confidence
  - e. All of the above.
22. Which of the following is not one of the four primary sources of power for effective leaders?
- a. Positive power
  - b. Legitimate power
  - c. Coercive power
  - d. Expert power
  - e. Reward power
23. What is an informal leader?
- a. Someone with the authority granted by virtue of a person's position within an organization
  - b. Someone in charge based on the organization chart
  - c. Someone with authority that employees grant a supervisor to make the necessary decisions and carry them out
  - d. Someone with authority granted by virtue of a person's position within an organization.
  - e. None of the above.
24. What does MBWA stand for?
- a. Management by way of association
  - b. Management by walking around
  - c. Maintaining bureaucracy within association
  - d. Managing by way of advertising
  - e. None of the above.
25. Which of the following is true of democratic leadership style?
- a. Also known as participative leadership style
  - b. The supervisor is likely to make decisions without input from staff
  - c. Supervisors manage by the book
  - d. The supervisor does as little leading as possible
  - e. a and c

26. The carrot-and-stick motivation refers to \_\_\_\_\_ and \_\_\_\_\_?
- a. money, power
  - b. money, fear
  - c. reward, punishment
  - d. right, wrong
  - e. Both b and c
27. What type of leadership was developed by Kenneth Blanchard and Paul Hershey?
- a. Situational leadership
  - b. Transactional leadership
  - c. Transformational leadership
  - d. Effective leadership
  - e. Informal leadership
28. An experienced and proficient person who acts as a leader, role model, and teacher to those less experienced and less skilled is known as a:
- a. leader.
  - b. supervisor.
  - c. coach.
  - d. mentor.
  - e. None of the above.
29. Which of the following is not a good question to ask to help decide if a decision is ethical?
- a. How will I benefit from this decision?
  - b. Can I live with my decision?
  - c. Is the decision fair?
  - d. Is the decision legal?
  - e. Have I been honest with those affected?
30. The study of standards of conduct and moral judgment is known as:
- a. morals.
  - b. empowerment.
  - c. ethics.
  - d. judgment.
  - e. righteousness.

### **Answer Key to True/False**

- 1. T
- 2. T
- 3. T
- 4. F
- 5. T

- 6. F
- 7. T
- 8. F

- 9. T
- 10. T

**Answer Key to Multiple-Choice**

- 1. d
- 2. b
- 3. c
- 4. b
- 5. d
- 6. d
- 7. c
- 8. a
- 9. d
- 10. b
- 11. c
- 12. d
- 13. c
- 14. a
- 15. b

- 16. d
- 17. c
- 18. d
- 19. a
- 20. a
- 21. e
- 22. a
- 23. c
- 24. b
- 25. a
- 26. e
- 27. a
- 28. d
- 29. a
- 30. c