

# Supervision in the Hospitality Industry- AHLEI Practice Test (Sample)

## Study Guide



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**SAMPLE**

## **Questions**

- 1. What are examples of sexual harassment in the workplace?**
  - A. Vulgar and abusive language**
  - B. Suggestive jokes**
  - C. Unwelcome or repeat flirtation**
  - D. All of the above**
- 2. Which recruiting method is not aligned with a policy of internal promotion for supervisory roles?**
  - A. Internal recruiting to fill open supervisory positions**
  - B. External recruiting to fill open line-level positions**
  - C. External recruiting to fill open managerial positions**
  - D. Succession planning for current line-level positions**
- 3. Why are coaching and evaluating performance important tools for supervisors?**
  - A. They enable supervisors to push for greater productivity**
  - B. They provide a paper trail documenting unacceptable behavior**
  - C. They let employees know how well they are performing their jobs**
  - D. They are the basis for raises and promotions**
- 4. Which learning style is most likely indicated by a person who actively engages in hands-on training activities?**
  - A. Visual learning**
  - B. Auditory learning**
  - C. Tactile learning**
  - D. Kinesthetic learning**
- 5. How should a supervisor approach the goal-setting process with their team?**
  - A. Set goals that are unattainable**
  - B. Keep goals vague to avoid pressure**
  - C. Set specific and measurable goals**
  - D. Limit the timeline for goal achievement**

- 6. What internal recruiting strategy is exemplified by a bellperson also working as a front desk agent?**
- A. Cross-training**
  - B. Succession planning**
  - C. Pay for performance**
  - D. Job sharing**
- 7. When using a base adjustment approach to forecasting sales, what should Jennifer consider for seasonality?**
- A. A. Average data over one seasonal cycle**
  - B. B. Use data from the same period in the previous year**
  - C. C. Use a forecasted figure from a previous period and adjust it**
  - D. D. Adopt a different forecasting method**
- 8. Which of the following statements about sources of conflict is false?**
- A. A diverse staff means that employees will always be in conflict**
  - B. Communication problems are at the root of many conflicts**
  - C. Well-trained and well-coached employees can be empowered with high decision latitude**
  - D. Employees, supervisors, and managers can experience conflicting emotions if their duties and responsibilities are not clearly defined**
- 9. Why is it important for supervisors to ask personal questions during job interviews?**
- A. Small talk is the heart of all properly conducted job interviews.**
  - B. Supervisors must connect personally with staff members before they can connect professionally with them.**
  - C. Such questions put applicants who are not suited to hospitality jobs on the defensive.**
  - D. They reveal whether a job candidate might be someone who will have to be "baby-sat" if he or she joins the staff.**

- 10. What is the most appropriate way for a supervisor to open a session aimed at resolving a conflict between employees?**
- A. Everyone on this staff is fed up with the bickering back and forth between the two of you! What are you both going to do to put an end to this?**
  - B. The work of our department is being affected by something that seems to be going on between the two of you. Is there anything you want to talk about?**
  - C. It's no secret around here that you two don't get along. Now what's the problem?**
  - D. Bill, Karen, and others in our department are having trouble getting their work done because of some problems that exist with the two of you. Let's get to the bottom of this!**

## **Answers**

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- 1. D**
- 2. C**
- 3. C**
- 4. D**
- 5. C**
- 6. A**
- 7. B**
- 8. A**
- 9. B**
- 10. B**

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## **Explanations**

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**1. What are examples of sexual harassment in the workplace?**

- A. Vulgar and abusive language**
- B. Suggestive jokes**
- C. Unwelcome or repeat flirtation**
- D. All of the above**

Sexual harassment in the workplace encompasses a wide range of behaviors that create a hostile work environment or make individuals feel uncomfortable based on their sex. The correct answer indicates that all of the mentioned choices represent forms of sexual harassment. Vulgar and abusive language can create an intimidating and degrading atmosphere, making it a significant form of harassment. Such language not only affects the direct target but can also contribute to a culture of disrespect and hostility within the workplace. Suggestive jokes, even if seemingly light-hearted, can cross the line into harassment when they make individuals uncomfortable or perpetuate stereotypes. These jokes often leave individuals feeling disrespected and may lead to feelings of being objectified. Unwelcome or repeated flirtation is another clear manifestation of sexual harassment. When someone expresses romantic interest in a manner that is unwanted, it disregards the personal boundaries of the recipient and can significantly disrupt the working relationship. Recognizing that all these behaviors collectively contribute to an unhealthy work environment underscores why 'all of the above' is indeed the correct response. Understanding these examples helps in fostering a more respectful and inclusive workplace culture, essential for both employee well-being and overall organizational health.

**2. Which recruiting method is not aligned with a policy of internal promotion for supervisory roles?**

- A. Internal recruiting to fill open supervisory positions**
- B. External recruiting to fill open line-level positions**
- C. External recruiting to fill open managerial positions**
- D. Succession planning for current line-level positions**

The choice of external recruiting to fill open managerial positions is not aligned with a policy of internal promotion for supervisory roles because it undermines the goal of promoting from within. When an organization emphasizes internal promotions, it prioritizes developing existing employees for higher-level roles, thereby fostering motivation and career growth among staff. Recruiting externally for managerial positions can lead to feelings of frustration or disenfranchisement among current employees who aspire to those roles but have not been given the opportunity to advance. It can also create a gap in the organizational culture and continuity, as new hires may not have the established understanding of the company's values and operational procedures that current employees possess. In contrast, internal recruiting for supervisory roles directly supports internal advancement and career development, while succession planning ensures that employees are prepared to step into future roles. External recruiting for line-level positions does not conflict with internal promotion strategies, as those positions typically do not have a direct impact on the promotion pipelines for supervisory levels.

### **3. Why are coaching and evaluating performance important tools for supervisors?**

**A. They enable supervisors to push for greater productivity**

**B. They provide a paper trail documenting unacceptable behavior**

**C. They let employees know how well they are performing their jobs**

**D. They are the basis for raises and promotions**

Coaching and evaluating performance are crucial aspects of a supervisor's role as they directly contribute to employee development and engagement within the workplace. By providing feedback, supervisors create an environment where employees understand their strengths and areas for improvement. This clarity enables team members to gauge their productivity and effectiveness in their roles, thereby fostering a culture of continuous improvement and motivation. Regular coaching sessions not only reinforce desired behaviors and skills but also help address any misconceptions or gaps in knowledge that an employee may have. This ongoing dialogue about performance encourages employees to take ownership of their work and strive towards achieving their individual and team objectives. While aspects like productivity, documentation for behavior, and considerations for raises and promotions are relevant in a supervisory context, the fundamental purpose of coaching and performance evaluations is to ensure that employees receive timely and constructive feedback. This feedback ultimately enhances their performance and effectiveness in their roles, making it a vital tool for Supervisors in the hospitality industry and beyond.

### **4. Which learning style is most likely indicated by a person who actively engages in hands-on training activities?**

**A. Visual learning**

**B. Auditory learning**

**C. Tactile learning**

**D. Kinesthetic learning**

The appropriate choice for a person who actively engages in hands-on training activities is kinesthetic learning. Kinesthetic learners are characterized by their preference for physically engaging with materials and experiences as part of the learning process. They learn best through doing, which includes activities such as role-playing, simulations, or hands-on tasks that allow them to actively participate and manipulate their environment. This style emphasizes the importance of movement and physical activity in learning; kinesthetic learners often retain information better when they can involve their bodies in the learning experience. Such learners may find traditional learning methods, such as reading or listening to lectures, less effective compared to practical, interactive methods. In contrast, visual learning focuses on seeing and interpreting information through images, graphs, or charts. Auditory learning involves understanding information through listening and verbal instructions, while tactile learning is often used interchangeably with kinesthetic learning but typically refers more specifically to the physical touch aspect rather than the overall action-oriented approach found in kinesthetic learning. Thus, the engagement in hands-on training clearly aligns with the characteristics of kinesthetic learning.

**5. How should a supervisor approach the goal-setting process with their team?**

- A. Set goals that are unattainable**
- B. Keep goals vague to avoid pressure**
- C. Set specific and measurable goals**
- D. Limit the timeline for goal achievement**

Setting specific and measurable goals is crucial in the goal-setting process. This approach provides clarity to team members, outlining exactly what is expected of them and how their performance will be evaluated. Specific goals help in identifying precise targets, making it easier for employees to understand the desired outcome and stay focused on achieving it. Measurable elements allow for tracking progress and determine success, fostering accountability among team members. When goals are defined in a specific and measurable way, they provide motivation, as team members can see tangible evidence of their achievements along the way. This strategy aligns with best practices in management, contributing to improved performance and overall team efficiency. Moreover, when team members are clear on the expectations and criteria for success, they are more likely to engage in proactive behaviors that support the broader objectives of the organization.

**6. What internal recruiting strategy is exemplified by a bellperson also working as a front desk agent?**

- A. Cross-training**
- B. Succession planning**
- C. Pay for performance**
- D. Job sharing**

The internal recruiting strategy illustrated by a bellperson also serving as a front desk agent is cross-training. This approach involves training employees to perform multiple roles within the organization, enhancing their skill sets and enabling greater flexibility in job assignments. Cross-training is beneficial in a hospitality environment where demands can fluctuate, allowing team members to support one another and fill in when needed, thus improving efficiency and service quality. In the context of this scenario, the bellperson taking on front desk responsibilities signifies an investment in employee versatility, which can lead to a more resilient and adaptable workforce. This strategy not only benefits the employee by broadening their experience and potential career development but also helps the organization by ensuring that staffing levels and service standards are maintained even during peak times or staff shortages.

7. When using a base adjustment approach to forecasting sales, what should Jennifer consider for seasonality?
- A. A. Average data over one seasonal cycle
  - B. B. Use data from the same period in the previous year**
  - C. C. Use a forecasted figure from a previous period and adjust it
  - D. D. Adopt a different forecasting method

When forecasting sales using a base adjustment approach, considering seasonality is crucial because it helps provide a clearer picture of trends and patterns that can influence future sales figures. Opting to use data from the same period in the previous year allows Jennifer to effectively account for seasonal variations that are inherent to the business cycles in the hospitality industry. Seasonal patterns, such as increases in sales during holidays or peak tourist seasons, can significantly impact overall performance, making it imperative to compare similar timeframes for accuracy. This method provides a practical framework for identifying expected sales fluctuations rather than relying solely on average data or prior forecasts, which may not fully capture the nuances of seasonal demand waves. By evaluating the same period from the previous year, Jennifer can adjust her forecasts in a way that acknowledges those seasonal peaks and troughs, leading to better-informed strategic planning and operational decisions.

8. Which of the following statements about sources of conflict is false?
- A. A diverse staff means that employees will always be in conflict**
  - B. Communication problems are at the root of many conflicts
  - C. Well-trained and well-coached employees can be empowered with high decision latitude
  - D. Employees, supervisors, and managers can experience conflicting emotions if their duties and responsibilities are not clearly defined

The assertion that a diverse staff means employees will always be in conflict is a misconception and inaccurately implies that diversity inherently leads to discord. In fact, diversity can enrich a workplace by bringing in a variety of perspectives, experiences, and ideas, which can foster creativity and innovation when properly managed. Conflict can arise in any team, but it is not a guaranteed outcome of diversity; rather, it largely depends on how well team members communicate and collaborate with one another. Understanding that diversity can actually be a source of strength in a team is crucial for effective management in hospitality settings. Conflicts can be mitigated through proper training, team-building activities, and emphasizing inclusive practices that respect and value each employee's unique background. This perspective can help supervisors and managers create a harmonious working environment where contributions from diverse staff are encouraged, rather than viewed as a source of inevitable conflict.

**9. Why is it important for supervisors to ask personal questions during job interviews?**

- A. Small talk is the heart of all properly conducted job interviews.**
- B. Supervisors must connect personally with staff members before they can connect professionally with them.**
- C. Such questions put applicants who are not suited to hospitality jobs on the defensive.**
- D. They reveal whether a job candidate might be someone who will have to be "baby-sat" if he or she joins the staff.**

Asking personal questions during job interviews is crucial because it fosters a connection between the supervisor and the potential employee. Establishing this personal rapport is foundational in the hospitality industry, where interpersonal skills and the ability to relate to others are paramount. Connecting on a personal level helps supervisors gauge a candidate's personality, values, and culture fit within the team. This approach not only makes the interviewee feel more comfortable but also allows the supervisor to assess if the candidate is likely to provide a positive guest experience, contributing to the overall environment of the workplace. In hospitality, where teamwork and interpersonal dynamics play a significant role in service delivery, understanding a candidate beyond their professional qualifications can lead to more effective hiring decisions. This deeper connection can lead to a more cohesive team, as individuals who relate well on a personal level are likely to work better together in a fast-paced, customer-focused setting.

**10. What is the most appropriate way for a supervisor to open a session aimed at resolving a conflict between employees?**

- A. Everyone on this staff is fed up with the bickering back and forth between the two of you! What are you both going to do to put an end to this?**
- B. The work of our department is being affected by something that seems to be going on between the two of you. Is there anything you want to talk about?**
- C. It's no secret around here that you two don't get along. Now what's the problem?**
- D. Bill, Karen, and others in our department are having trouble getting their work done because of some problems that exist with the two of you. Let's get to the bottom of this!**

Opening a session aimed at resolving a conflict between employees in a calm and constructive manner is crucial for effective conflict resolution. The chosen approach focuses on the impact of the conflict on the overall work environment, emphasizing a collective concern rather than assigning blame or creating a defensive atmosphere. By addressing that the department's work is being affected and inviting the employees to discuss the situation, this method fosters an atmosphere of collaboration and open communication. It encourages the employees to share their perspectives without feeling attacked, facilitating a more productive dialogue. Furthermore, this approach demonstrates the supervisor's role as a mediator who is interested in understanding the employees' viewpoints, which can help alleviate tensions and promote a sense of shared responsibility for resolving the issue. This level of empathy and support is essential in conflict resolution, positioning the supervisor as a leader who values teamwork and productivity.