

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

## Study Guide



**Everything you need from our exam experts!**

**Copyright © 2025 by Examzify - A Kaluba Technologies Inc. product.**

**ALL RIGHTS RESERVED.**

**No part of this book may be reproduced or transferred in any form or by any means, graphic, electronic, or mechanical, including photocopying, recording, web distribution, taping, or by any information storage retrieval system, without the written permission of the author.**

**Notice: Examzify makes every reasonable effort to obtain from reliable sources accurate, complete, and timely information about this product.**

**SAMPLE**

## **Questions**

- 1. During formal coaching sessions, which of the following should a supervisor not do?**
  - A. Criticize the employee**
  - B. Offer positive reinforcement**
  - C. Re-state expectations**
  - D. Discuss how to close performance gaps**
- 2. What type of power is also referred to as legitimate power within an organization's hierarchy?**
  - A. Position**
  - B. Reward**
  - C. Coercive**
  - D. Expert**
- 3. A recruitment tool that provides a written summary of the duties, responsibilities, working conditions, and activities of a specific job is called a job:**
  - A. A. Specification**
  - B. B. Breakdown**
  - C. C. Analysis**
  - D. D. Description**
- 4. Which of the following topics is typically not included in collective bargaining agreements?**
  - A. Grievance procedures**
  - B. Promotions**
  - C. Job openings**
  - D. Profit goals**
- 5. Which of the following tools would be most helpful to a supervisor committed to internal recruiting practices?**
  - A. Outplacement listings**
  - B. Employment agency services**
  - C. Skills inventories**
  - D. Outplacement service directories**

- 6. If the Fun Family Restaurant predicts a 5 percent decrease in covers for May based on 5,000 covers in April, what will be the forecasted covers for May?**
- A. A. 5,500**
  - B. B. 5,250**
  - C. C. 5,005**
  - D. D. 4,750**
- 7. Why is crafting a diverse team essential in hospitality?**
- A. To comply with legal requirements and avoid lawsuits.**
  - B. To enhance creativity and cater to a broader range of guests.**
  - C. To ensure all team members have a similar background and experience.**
  - D. To reduce communication barriers among staff.**
- 8. "Storming" is the stage of team development in which team members:**
- A. are polite and tentative when communicating with each other.**
  - B. establish their own way of conducting business and establish the team's patterns of communication and behavior.**
  - C. experience extremely high levels of productivity.**
  - D. push boundaries and experience team conflict for the first time.**
- 9. What is the performance evaluation method that requires rankings to conform to a bell-shaped curve?**
- A. Alternative ranking**
  - B. Paired comparisons**
  - C. Forced distribution**
  - D. Graphic rate scaling**
- 10. Which of the following statements about supervisors and power is true?**
- A. Supervisors don't have much power.**
  - B. Supervisors have a great deal of hierarchical power.**
  - C. Supervisors have a great deal of personal power.**
  - D. Supervisors should use power to make their employees afraid of them.**

## **Answers**

SAMPLE

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

SAMPLE

## **Explanations**

SAMPLE



**1. During formal coaching sessions, which of the following should a supervisor not do?**

- A. Criticize the employee**
- B. Offer positive reinforcement**
- C. Re-state expectations**
- D. Discuss how to close performance gaps**

In formal coaching sessions, the focus should be on fostering a supportive and constructive environment to facilitate employee growth and improvement. Criticizing the employee undermines the purpose of coaching, which is to encourage learning and development rather than to induce anxiety or defensiveness. A coaching session aims to highlight areas for improvement while also reinforcing positive behaviors and providing guidance on how to achieve better performance. Offering positive reinforcement, re-stating expectations, and discussing how to close performance gaps are all crucial components of effective coaching. Positive reinforcement helps motivate employees and builds their confidence in their abilities. Re-stating expectations ensures clarity about performance standards and goals, while discussing performance gaps is essential for identifying and strategizing ways to address areas needing improvement. Thus, avoiding criticism during these sessions aligns with best practices in coaching and supervision, which prioritize constructive feedback and employee empowerment.

**2. What type of power is also referred to as legitimate power within an organization's hierarchy?**

- A. Position**
- B. Reward**
- C. Coercive**
- D. Expert**

The concept referred to as legitimate power within an organization's hierarchy is indeed position power. This type of power stems from a person's formal role or title within an organization, which grants them the authority to make decisions, enforce policies, and direct the actions of others. Individuals in positions of authority, such as managers or executives, exercise this power due to their designated roles, which align with the structure and hierarchy of the organization. Position power is inherent to the organizational chart and is often accepted by subordinates as a legitimate form of influence, as it comes with the responsibilities and expectations defined by the organization's framework. This power can be crucial for maintaining order and facilitating effective communication and operations within the team. In contrast, the other types of power, such as reward power, rely on the ability to offer incentives; coercive power is based on the ability to force compliance through threats or punishment; and expert power is derived from personal expertise or knowledge. Each of these forms has its unique aspects and applications within an organization but do not represent the legitimacy accorded by formal positions within the hierarchy.

**3. A recruitment tool that provides a written summary of the duties, responsibilities, working conditions, and activities of a specific job is called a job:**

**A. A. Specification**

**B. B. Breakdown**

**C. C. Analysis**

**D. D. Description**

A job description is a comprehensive document that outlines the specific duties, responsibilities, working conditions, and activities associated with a particular role within an organization. It serves multiple purposes, such as guiding the recruitment process, providing clarity for both employers and potential candidates regarding what is expected within the job, and serving as a basis for performance evaluations. When creating a job description, it is essential to include key elements that accurately reflect the job's requirements and help attract suitable candidates. Elements typically found in a job description include the job title, primary responsibilities, necessary qualifications, and any physical or environmental conditions related to the job. In contrast, terms like "job specification," "job breakdown," and "job analysis" do not encapsulate the same idea as job descriptions. While they relate to aspects of evaluating and defining job roles, they focus on different facets. A job specification, for instance, details the qualifications and skills required for a position, rather than the scope of work itself. A job analysis involves examining a job to gather all pertinent information but may not result in a concise document like a job description. Similarly, a job breakdown might focus on dividing tasks into steps, rather than summarizing the overall role. Thus, the most accurate term for the written summary of

**4. Which of the following topics is typically not included in collective bargaining agreements?**

**A. Grievance procedures**

**B. Promotions**

**C. Job openings**

**D. Profit goals**

Collective bargaining agreements primarily focus on the relationship between employers and employees, particularly regarding working conditions, wages, benefits, and employee rights. Grievance procedures are commonly included to provide a framework for resolving disputes that arise between employees and management. Promotions and job openings often fall under the purview of collective bargaining as they directly affect employees' career progression and job security. Profit goals, however, are typically financial targets set by the management of a business and relate to the broader strategic objectives of the organization. These goals are usually not a direct concern of the collective bargaining process, which is more focused on the terms and conditions of employment from the employees' perspective. Therefore, profit goals are generally excluded from collective bargaining agreements, emphasizing the distinction between operational objectives and employee relations.

**5. Which of the following tools would be most helpful to a supervisor committed to internal recruiting practices?**

- A. Outplacement listings**
- B. Employment agency services**
- C. Skills inventories**
- D. Outplacement service directories**

A supervisor committed to internal recruiting practices would find skills inventories to be the most helpful tool. Skills inventories are comprehensive lists that categorize and detail the skills, qualifications, and experiences of current employees within the organization. By utilizing skills inventories, supervisors can identify employees who possess the necessary qualifications for open positions, thereby promoting internal mobility and leveraging existing talent. This approach not only aids in filling vacancies with familiar and already trained staff, which can lead to greater retention and morale, but also ensures that the organization utilizes its human resources effectively. Internal recruiting tends to foster a culture of loyalty and motivation among employees, as they see opportunities for growth and advancement within the company. Other tools, such as outplacement listings, employment agency services, and outplacement service directories, focus more on external recruitment methods or support for employees leaving the organization, which does not align with the principles of internal recruiting. Consequently, these would not provide the same benefits or relevance to a supervisor looking to enhance internal hiring practices.

**6. If the Fun Family Restaurant predicts a 5 percent decrease in covers for May based on 5,000 covers in April, what will be the forecasted covers for May?**

- A. A. 5,500**
- B. B. 5,250**
- C. C. 5,005**
- D. D. 4,750**

To calculate the forecasted covers for May based on a predicted decrease, you start with the covers for April, which is 5,000. A 5 percent decrease means you need to find 5 percent of 5,000 and then subtract that from the original number. First, calculate 5 percent of 5,000:  $5\% \text{ of } 5,000 = 0.05 * 5,000 = 250$ . Now, subtract this decrease from the April covers:  $5,000 - 250 = 4,750$ . Thus, the forecasted covers for May would be 4,750, reflecting the anticipated drop in customer volume. This calculation demonstrates how forecasting works within the context of the restaurant's operations and emphasizes the importance of using percentages to predict changes in business metrics effectively.

**7. Why is crafting a diverse team essential in hospitality?**

- A. To comply with legal requirements and avoid lawsuits.**
- B. To enhance creativity and cater to a broader range of guests.**
- C. To ensure all team members have a similar background and experience.**
- D. To reduce communication barriers among staff.**

Crafting a diverse team is essential in hospitality primarily because it significantly enhances creativity and enables the business to cater to a broader range of guests. A diverse team brings together individuals with varied perspectives, ideas, and experiences, which can lead to innovative solutions and fresh approaches to service and problem-solving. In a hospitality environment, team members from different cultural backgrounds can provide insights that resonate with a diverse guest demographic. This understanding allows for tailored services and experiences that can enhance guest satisfaction and loyalty. As hospitality often involves interacting with people from various backgrounds, having a team that reflects this diversity can lead to greater empathy and better communication with guests. Furthermore, a diverse workforce can help a hospitality organization stay competitive in an increasingly globalized market, attracting a wider customer base by meeting the unique needs of different groups. This approach not only improves service delivery but also fosters a more inclusive workplace culture, enhancing employee satisfaction and retention.

**8. "Storming" is the stage of team development in which team members:**

- A. are polite and tentative when communicating with each other.**
- B. establish their own way of conducting business and establish the team's patterns of communication and behavior.**
- C. experience extremely high levels of productivity.**
- D. push boundaries and experience team conflict for the first time.**

The storming stage of team development is characterized by conflict and competition as team members begin to push against the boundaries established in the forming stage. During this phase, individuals may experience disagreements over roles, responsibilities, and the direction of the team's goals. This is a critical stage where team members confront each other's differences, which can lead to tension and challenge the original dynamics of the group. This stage is essential for growth as it allows the team to clarify expectations and work through conflicts, ultimately leading to stronger collaboration once they transition into the next stage of development. Each person's perspective and contribution become clearer, and as they navigate through these challenges, it sets the foundation for improved teamwork. The other choices reflect earlier or later stages of team development, where communication is more tentative, systems are being established, or optimal productivity is reached, thus highlighting the uniqueness of the storming phase in fostering necessary conflict for team progress.

**9. What is the performance evaluation method that requires rankings to conform to a bell-shaped curve?**

- A. Alternative ranking**
- B. Paired comparisons**
- C. Forced distribution**
- D. Graphic rate scaling**

The performance evaluation method that requires rankings to conform to a bell-shaped curve is known as forced distribution. This method is designed to categorize employees into various performance levels based on a predetermined percentage, which typically reflects a bell-shaped distribution. By using forced distribution, organizations can ensure that only a certain percentage of employees are classified as top performers, while others fall into average and lower performance categories. This approach helps to create a clear delineation among employee performance levels, which can be useful for decisions related to promotions, raises, and professional development. The bell curve aspect emphasizes that while most employees will be in the middle range of performance, few will be at the extreme ends (either high or low), which resembles the statistical distribution of many natural phenomena. In contrast, the other methods mentioned do not inherently require a distribution model. Alternative ranking assigns employees specific ranks relative to one another without enforcing a specific distribution. Paired comparisons involve directly comparing each employee against every other employee, and graphic rate scaling uses a visual scale to assess performance rather than imposing a structured distribution. Thus, forced distribution stands out as the method specifically aligned with the bell-shaped curve concept.

**10. Which of the following statements about supervisors and power is true?**

- A. Supervisors don't have much power.**
- B. Supervisors have a great deal of hierarchical power.**
- C. Supervisors have a great deal of personal power.**
- D. Supervisors should use power to make their employees afraid of them.**

Supervisors possess a significant amount of personal power, which is derived from their ability to build relationships and influence their team members. This type of power is based on trust, respect, and the ability to inspire and motivate employees. A supervisor who has personal power can foster a positive work environment, encourage collaboration, and enhance employee performance by actively engaging with their team members. Personal power is particularly important in the hospitality industry, where interactions with staff can significantly impact customer service and overall guest experiences. When supervisors establish strong relationships, they cultivate loyalty and commitment among employees, which can lead to higher satisfaction and productivity levels. The concept of personal power contrasts sharply with the idea that supervisors rely solely on hierarchical power, which may not be as effective in motivating employees. Effective supervision is rooted in the ability to connect with staff members on a personal level and to lead by example rather than through fear or intimidation, making personal power a critical component of successful leadership in the hospitality context.