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**KOLEJ YAYASAN PELAJARAN JOHOR  
FINAL EXAMINATION**

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**COURSE NAME : SUPERVISION IN THE HOSPITALITY  
INDUSTRY**

**COURSE CODE : DHM 2113**

**EXAMINATION : OCTOBER 2018**

**DURATION : 3 HOURS**

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**INSTRUCTION TO CANDIDATES**

1. This examination paper consists of **FOUR (4)** parts :
  - PART A (20 Marks)
  - PART B (20 Marks)
  - PART C (30 Marks)
  - PART D (30 Marks)
2. Candidates are not allowed to bring any material to examination room except with the permission from the invigilator.
3. Please check to make sure that this examination pack consist of:
  - i. Question Paper
  - ii. Objective Answer Paper
  - iii. Answer Booklet

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**DO NOT TURN THIS PAGE UNTIL YOU ARE TOLD TO DO SO**

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*This examination paper consists of **11** printed pages including the front page*



**PART A**

This part contains of **TWENTY(20)** questions.

Answer ALL in Objective Answer Paper.

1. To build a cohesive team, \_\_\_\_\_ and \_\_\_\_\_ need to be set.
  - A policy, rules
  - B rules, regulation
  - C goals, objectives
  - D code of practice, law enforcement
  
2. If groups are to develop successfully, they will engage in various activities such as
  - A storming.
  - B planning.
  - C delegating.
  - D organizing.
  
3. Which one of the following is about Total Quality Management?
  - A Energizer that makes people behave as they do.
  - B Number of employees that a manager supervises directly.
  - C Motivates worker by appealing to their self-interest and the skills.
  - D Never ending-journey of continuous improvement, not a destination.
  
4. Process that involving observation of employee performance and conversation focusing on job performance between the manager and staff is referring to
  - A training.
  - B coaching.
  - C evaluating.
  - D counselling.

5. Which one of the following is about adult learning theory?
- A Employee learn best when the supervisor delegate all the tasks.
  - B Employee learn best when the training is relevant and practical.
  - C Employee learn best when they been offered huge compensation package.
  - D Employee learn best when employers invest a huge amount for training budget.
6. Reaction, knowledge, behaviour, attitudes and productivity are five ways of
- A pretest.
  - B formative evaluation.
  - C summative evaluation.
  - D job instruction training.
7. What is the meaning by retraining?
- A For every detail of a given job in a given enterprise, instruction in what to do and how to do it.
  - B Additional training given to trained workers for improving performance or dealing with something new.
  - C Sets the tone of what it is like to work for the company and explains the facility and the nitty-gritty of days and hours and rules and policies.
  - D Prejob phase of training that introduces each new employee to the job and workplace and create a positive response to the company and job.
8. The term given to keeping employees from "jumping ship" to go and work for a competitor or another industry is referring to
- A pretest.
  - B turnover.
  - C retention.
  - D orientation.

9. Which one of the following answers is related to Employee Assistance Programs?
- A Employer-paid benefit program designed to assist employees with employment problems.
  - B Getting a valuable employee "back on track" is worth doing for them, their families and the company.
  - C Employees have to pay for counseling and for various types of assistance such as legal, financial and family needs.
  - D Manager gives other people all the work and leaves this person with nothing to do or in other ways hints that it would be wise to look for another job.
10. Maintaining discipline through fear and punishment with progressively severe penalties for rule violations is referring to
- A positive discipline.
  - B negative discipline.
  - C progressive discipline.
  - D uniform discipline system.
11. Which one of the following answer is **true** about occupational safety and health administration (OSHA)?
- A The OSHA conducts higher priority investigations by phone and follow up through fax.
  - B Occupational safety and health administration (OSHA) can inspect every operating workplace.
  - C Conducts inspection with notice and employer are not allowed to request an inspection warrant before conducting the inspection.
  - D Set mandatory job safety and health standards, encourages both employers and employees to decrease hazards in the workplace.
12. What is a most common cause of workplace accidents?
- A Noises.
  - B Fume and dust.
  - C Radiation and infection.
  - D Electrical accidents / burns.

13. Each performance standard states the followings things about each unit of the job  
**include**
- A how its to be done.
  - B who is responsible to.
  - C why the employee is to do.
  - D whom employees should report to.
14. What a good performance standard system can do?
- A OSHA inspection.
  - B Conflict resolution.
  - C Evaluating performance.
  - D Employee service and welfare.
15. How a performance standard system can fail?
- A Confusion instead of getting rid of it.
  - B No challenge or reward in the system.
  - C Neglect its various follow-up elements.
  - D Have no support from top management.
16. Which one of the following is a mistake in appraisal interview?
- A Establish rapport.
  - B Avoid stress situation.
  - C Comparing one person with another.
  - D Failing to listen, interrupting and arguing.
17. Desires, needs, perceptions, power, values and feelings are the main ingredients  
of
- A conflict.
  - B disputes.
  - C problems.
  - D grievances.

18. Which one of the following is **true** about alternative dispute resolution (ADR)?
- A Lock-out.
  - B Arbitration.
  - C Conciliation.
  - D Picket and strike.
19. Panel of employees, or employees and managers, work together to resolve the employee complaints are referring to
- A conciliation.
  - B fact finding.
  - C peer review.
  - D domestic inquires.
20. A team from outside the organization examines the facts of the complaint and presents those in a report are referring to
- A mediation.
  - B fact finding.
  - C peer review.
  - D third-party investigation.

[20 MARKS]

**PART B**

This part contains of **TWENTY(20)** questions.

Answer ALL questions in Answer Booklet.

retraining	safety programs	discipline	retention	training
compromise	competition	synergy	empowering	buddy system
safety program	merit raise	group	dehiring	work rules
conflict management	alternative dispute resolution	formally appointed team	total quality management	employee self-appraisal
cohesive team	performance review	performance dimensions	material safety data sheet	positive approach
total quality management	flexible empowerment	employee turnover	performance standard	performance evaluation

1. A \_\_\_\_\_ is defined as a number of persons working together, consider together because of similarities.
2. A \_\_\_\_\_ communicates well with each other, has well-defined norms, unity, respect, and trust among its member.
3. Ensuring continuous quality improvement of services and products for guests is referring to \_\_\_\_\_.
4. The meaning of \_\_\_\_\_ is to give employees additional responsibility and authority to do their jobs.
5. When an employee's performance drops below par, \_\_\_\_\_ is needed when changes are made that affect the job.



6. Teaching people how to do their jobs, instruct and guide a trainee toward learning knowledge, skills or attitudes is referring to \_\_\_\_\_.
7. Extent to which employees are retained by a company, thus reducing turnover is considered as \_\_\_\_\_.
8. Rate of employee separations in a company, usually expressed as a percentage is referring to \_\_\_\_\_.
9. During appraising staff, \_\_\_\_\_ must be specific, clear, complete, accurate, measurable or observable, with policies and legal constraints.
10. A \_\_\_\_\_ refers to the periodic review and assessment of each employee's performance during a given period, such as a year.
11. The \_\_\_\_\_ process includes these four steps: preparing for evaluation, making the evaluation, sharing it with the worker, and providing follow-up.
12. The \_\_\_\_\_ should be related to the job being evaluated and defined clearly in objective and observable terms, as in a performance standard.
13. Condition or state of orderly conduct and compliance with rules in the organization is referring to \_\_\_\_\_.
14. The \_\_\_\_\_ to discipline is continuous education and corrective training whenever the rules and procedures are not being observed.
15. The objective of \_\_\_\_\_ in the hospitality operations is to increase safety awareness and to prevent accidents.
16. Sheet that put out by the manufacturer of a hazardous product and explains such as why it is hazardous and safety is referring to \_\_\_\_\_.

17. An application of strategies to settle opposing ideas / goals in a positive manner is referring to \_\_\_\_\_.
18. Concerning for both one's own and the other party's ideas or position, finding ways of agreeing (give and take) positions as known as \_\_\_\_\_.
19. When there is high concern for one's own interest – two different individuals / groups become rivals, it's considering as \_\_\_\_\_.
20. Problem solving and grievance resolution approaches to address disputes is known as \_\_\_\_\_.

**[20 MARKS]**

**PART C**

This part contains of **THREE (3)** questions. Answer **TWO (2)** questions only.

Answer the questions in Answer Booklet.

**QUESTION 1**

- a) Define terms of Negative Approach  
(2 Marks)
- b) List out THREE (3) steps to an Employee Assistance Programs (EAPs).  
(3 Marks)
- c) Either negative or positive approach, these steps apply no matter what approaches to disciplinary action. Explain SIX (6) formal steps to enforce compliance.  
(10 Marks)

**QUESTION 2**

- a) How the Total Quality Management works best?  
(2 Marks)
- b) List out THREE (3) elements of successful teams.  
(3 Marks)
- c) It is critical to have good leader managers in place to maximize the effectiveness of Total Quality Management. Describe the steps of installing a Total Quality Management process.  
(10 Marks)

**QUESTION 3**

- a) What is the main "ingredients" of conflict?  
(2 Marks)
- b) List out THREE (3) common causes of conflict in the workplace.  
(3 Marks)
- c) Handling conflict in the workplace can be a challenging task. Justify how to handle conflict (conflict resolution).  
(10 Marks)

**[30 MARKS]**

**PART D**

This part contains of **THREE(3)** questions. Answer the **ALL** question.

Answer the questions in Answer Booklet.

Kijal Malai is a 5 stars eco resort in Malaysia. It provides an outstanding hospitality services and the customers are among Malaysian and international citizens as well. The hotel's workforce comprise of 200 operation workers and 70 administrative staff. The organization strives for 100 percent effectiveness they look to performance management as a complete system to not only set goals but also measure and evaluate result. Its owner Tan Sri Syed has approached you to advise him on some issues pertaining to his hotel's performance leadership programme.

You are required to:

1. Advice Tan Sri Syed about how to make a Performance Standard System pay off.

(10 marks)

2. Clarify to Tan Sri Syed about how a performance Standard System can fail.

(10 marks)

3. Explain briefly the purpose and benefits of performace evaluation.

(10 marks)

**[30 MARKS]**

**END OF QUESTION PAPER**