Leadership

CCM TEST (DRAFT 1: 11/12) LEADERSHIP

10-6-12

60 QUESTIONS

NEW QUESTIONS = ANSWERS ARE IN **BOLD**;

OLD QUESTIONS = ANSWERS ARE <u>UNDERLINED</u>

TIME MANAGEMENT GROUP

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64) When should managers do their most difficult jobs if these jobs can be scheduled?
- a. At the beginning of the day
- b. Spread out throughout the day
- **c. During their peak energy period *(Time Management – Rue, BMI)***
- d. At the end of the day

67) Which *cannot* be delegated to an employee?
- a. Authority
- b. Power
- c. Decision-making
- **d. Responsibility *(Management Delegation – Rue, BMI)***

77) What human failing is most closely associated with poor time management?
- a. Ineffective communication
- b. Inability to say "no"
- **c. Procrastination *(CMAA Leadership Chap.)***
- d. Lack of interest

138) The first step in effective delegation is to:
- a. <u>Think the project through</u>
- b. Set a deadline
- c. Select an employee
- d. Meet with the employee

DISCIPLINE GROUP

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10) Most progressive discipline programs begin with what tactic?
- a. Write-up in personnel file
- b. Written warning
- c. Performance appraisal discussion
- **d. Oral warning *(CMAA Human Resources Chap. – Woods.)***

111) When an effective discipline approach is used, the _____ is criticized.
- a. Employee
- b. <u>Employee's behavior</u>

c. Employee's motivation

d. Employee's attitude

118) Impersonality (all employees receive the same punishment for similar infractions) is characteristic of which approach to discipline?

    a. Progressive Discipline

    b. <u>The Hot Stove Approach</u>

    c. Preventive Discipline

    d. Positive Discipline

EMPLOYEE INTERACTION (SUPERVISION) GROUP

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3) Which is an example of Quid Pro Quo Sexual Harassment?

    a. Offensive jokes

    b. Offensive bulletin board postings

    c. Improper personal gestures

    d. Promotion for sexual favors *(Legal Issues in Employment-BMI I – Debby)*

16) Which is an example of an important leadership ability?

    a. Attempting to maintain the status quo

    b. Persuading others to contribute to the club's effectiveness *(CMAA Leadership Chap.)*

    c. Doing things efficiently

    d. Possessing operational skills in food and beverage management

17) Which leadership theory places primary importance on the leader's experience and ability to relate to group members?

    a. Follower theory *(CMAA Leadership Chap.)*

    b. Great man theory

    c. Genius theory

    d. Democratic theory

21) According to Hersey and Blanchard's situational leadership theory, if the maturity level of the group is judged to be high, the most appropriate leadership style is:

    a. Directing

    b. Coaching

    c. Supporting

    d. Delegating *(CMAA Leadership Chap.)*

23) The use of a situational leadership approach allows leaders to:

    a. Successfully run their day-to-day organization

    b. Focus their attention only on the best employees

    c. Focus their attention where needed *(CMAA Leadership Chap.)*

    d. Delegate important decisions to employees

24) Which is a common pitfall of inexperienced leaders?

    a. Developing new communication channels

    b. **Micro-managing employees** *(CMAA Leadership Chap.)*
    c. Using a delegation style of leadership
    d. Ensuring that all information flows horizontally

28) Which theory implies trust in the judgment of people?
    a. Theory W
    b. Theory X
    c. Theory Y
    d. Theory Z *(CMAA Leadership Chap.)*

39) Private club managers show an overwhelming preference for which type of leadership style?
    a. High direction/low support
    b. High direction/high support
    c. Low direction/high support *(CMAA Leadership Chap.)*
    d. Low direction/low support

40) What helps build employee commitment to the long term?
    a. Shared vision *(CMAA Leadership Chap.)*
    b. A sense of crisis
    c. The work done by specific employees
    d. Cheering the results not the progress

41) The tactic of creating a sense of crisis or urgency of opportunity is useful for what purpose?
    a. To develop a strategic plan
    b. To modify an existing operating budget
    c. To implement change *(Cichy Teams, BMI)*
    d. To justify higher labor costs

44) What is *true* about values?
    a. They drive visions
    b. They drive missions *(Cichy Teams, BMI)*
    c. They serve as goals
    d. They serve as objectives

46) Emotional intelligence is a set of skills, competencies, and capabilities that makes leaders more able to:
    a. Convince members and employees to accept the leader's plans
    b. Understand how they and others feel *(Cichy – Leadership Relationships, BMI)*
    c. Interact with others who are intuitively more intelligent than the leader
    d. Recognize when it is time for the leader to move along in his or her career

65) Which is normally the most important thing a club leader can do to facilitate the work of employees?
    a. Establish a supportive work environment *(Management Delegation – Rue,*

BMI)
    b. Compensate them at or near the top of the community's pay scale for similar positions
    c. Provide necessary orientation and training
    d. Ensure that employees understand the leader's work requirements

73) Which is a useful tactic to enhance relationships between employees to help avoid conflict?
    a. Use negative coaching to point out problems and suggest corrective actions
    b. Model behaviors that managers expect from the club's employees *(CMAA Communication Chap.)*
    c. Allow employees to establish their own performance guidelines and procedures so they will work the way they want to
    d. Quickly resolve "small" conflicts unilaterally

84) What is the primary cause of turnover in the hospitality industry?
    a. Poor supervision *(CCM Review-Human & Professional Resources – Debby)*
    b. Quality of co-workers
    c. Working conditions
    d. Inappropriate "fit" with company culture

86) What type of manager gives orders to employees without explanations?
    a. Bureaucratic
    b. Autocratic *(CCM Exam Review-Leadership and Mgmt. – Debby)*
    c. Democratic
    d. Laissez faire

120) Which appeal processes allows an employee to appeal to any manager in the operation?
    a. Hierarchical
    b. Ombudsman review
    c. Peer review
    d. <u>Open-door</u>

121) Traditional management principles are more frequently used in organizations with:
    a. Flatter organizational structures
    b. Decentralized organizational structures
    c. <u>Taller organizational structures</u>
    d. Employees who are empowered throughout the organizational structure

123) Empowerment can refer to a manager's efforts to help employees develop a sense of _____ power.
    a. Charismatic
    b. <u>Personal</u>
    c. Social
    d. Referent

124) Compared to the original theory, what types of skills have been found to be more important than first described for top-level managers to be effective role models?
   a. Conceptual skills
   b. Human relations skills
   c. <u>Technical skills</u>
   d. Attitudinal skills

139) A broad description of a club's fundamental purpose is found in its:
   a. Values statement
   b. <u>Mission statement</u>
   c. Vision statement
   d. Key result areas

140) Operational planning typically focuses on _____ months.
   a. 3 to 6
   b. 6
   c. <u>12</u>
   d. 24

141) The management principle that states every employee should have only one supervisor is known as:
   a. Line of authority
   b. Coordinated command
   c. <u>Unity of command</u>
   d. Lateral authority

148) Which level of management develops departmental objectives and policies for achieving organizational objectives?
   a. <u>Middle management</u>
   b. Supervisory management
   c. Operative management
   d. Senior management.

MANAGING CHANGE GROUP

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66) What is a good way to help reduce employee resistance to change?
   a. Tell employees that the leader—not the employees—is responsible if there is a problem
   b. Ask the employees to trust the leader's judgments
   c. Explain how changes will benefit the club
   d. **Involve affected employees** *(Management Delegation – Rue, BMI)*

116) One effective strategy to minimize employee resistance to change is to:
   a. Use an autocratic management style
   b. Remind the employees about the difficult job market
   c. Retrain staff members
   d. <u>Involve the employees in the change process</u>

143 The first step in planning for change is to:
    a. React to a problem
    b. <u>Recognize the need for change</u>
    c. establish a vision
    d. Assess the current situation

CONFLICT GROUP

137) Which statement is *most* correct about conflict?
    a. All conflict is negative
    b. <u>Conflict can enhance creativity</u>
    c. All conflict should be avoided
    d. Conflict is less likely when employees are dependent on others to do their jobs

145) Which conflict management approach emphasizes cooperation and quality results?
    a. Avoidance
    b. Compromise
    c. <u>Collaboration</u>
    d. Competition

146) Which conflict management strategy is normally best used to handle a potentially volatile and possibly dangerous situation?
    a. Compromise
    b. Collaboration
    c. Competitiveness
    d. <u>Avoidance</u>

DIVERSITY GROUP

134) Diversity must be managed because of productivity and:
    a. <u>Demographics</u>
    b. Marketability
    c. Profitability
    d. Public image

TRAINING GROUP

9) A good question to ask when measuring productivity increases resulting from training is:
    a. How much did the training program cost?
    b. How much time did the training program take?
    c. **What does this employee do better since the training was completed?** *(Training/Professional Development Chap – CMAA Text)*
    d. Do other private clubs use this training program?

89) Which type of problem is *not* likely to be successfully addressed with a training program?
    a. A problem linked to a skill
    b. A problem linked to inadequate job knowledge

c. A problem linked to an aptitude

d. **A problem linked inadequate wages** *(Training/Professional Development Chap – CMAA Text)*

92) Decisions about who must cover the trainers' and trainees' job responsibilities during the training session should be addressed in which phase of on-job training?

    a. **Preparing to train** *(Training/Professional Development Chap – CMAA Text)*

    b. Conducting the training

    c. During on-job coaching

    d. When the training is about to begin

94) What should be used to evaluate trainee performance during training sessions?

    a. Job descriptions

    b. Orientation materials

    c. **Job standards** *(Training/Professional Development Chap – CMAA Text)*

    d. Task list

96) What should a trainer when a trainee does a trial performance after the training has been demonstrated?

    a. Point out steps covered during the training

    b. **Coach the trainee** *(Training/Professional Development Chap – CMAA Text)*

    c. Perform a training evaluation

    d. Indicate that questions should be held till the end of the demonstration

96A) Which is *true* about the follow-through step in on-job training?

    a. It must be done immediately after the training

    b. It must be done by formal testing

    c. **It can be done in an informal process** *(Training/Professional Development Chap – CMAA Text)*

    d. It is only necessary if training cannot properly demonstrate the task or activity

110 Which is the most useful statement of a training objective?

    a. To reduce the turnover rate by 10%

    b. To increase employee job satisfaction

    c. To reduce food costs from over portioning

    d. To improve member dining evaluation ratings

112) The first step in the training cycle is:

    a. Selecting trainees

    b. Determining training methods

    c. Developing and conducting a needs assessment

    d. Identifying training objectives

113) Adult learning principles emphasize _____ in training sessions:

    a. Theory

    b. Written tests

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    c. <u>Participation</u>
    d. Creativity

MOTIVATION GROUP

30) Motivation is a process that begins with:
    a. Leaders establishing goals
    b. Employees who like their leader
    c. The existence of an unsatisfied employee *(CMAA Leadership Chap.)*
    d. A search for behavior to correct a problem

117) According to Herzberg's "Two-Factor Theory," the best way to maximize employee motivation is by:
    a. surrounding workers with other employees with whom they can effectively work
    b. <u>providing challenging work that results in the feeling of accomplishment</u>
    c. paying higher salaries
    d. providing working conditions that are comfortable and attractive

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TEAM GROUP

59) What is a basic tactic in the brainstorming method of generating possible alternatives for decision-making?
    a. Remember that the emphasis is on quantity—not quality *(Goals, Phases, Decisions – Merritt, BMI)*
    b. The emphasis should be on the process not the outcome
    c. "Piggy backing" of alternatives should not be used to generate other alternatives
    d. The leader should criticize poor alternatives to help emphasize "good" ones

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DECISION-MAKING GROUP

57) What, if any, role does recording progress toward a goal play in goal attainment?
    a. It is only useful if the schedule for goal attainment is on track
    b. It is only useful if frequency counts and ratios are used
    c. It is imprecise but helps to set the tone of progress *(Goals, Phases, Decisions – Merritt, BMI)*
    d. It should only be used to measure progress toward interim—not final—goals

69) What is the first step in problem-solving?
    a. List symptoms
    b. Determine what is missing
    c. Identify the problem *(Nature of Leadership – Merritt, BMI)*
    d. Determine the benefits of change

80) To understand oneself, it is important to identify and reflect on:
    a. Key people and events *(CMAA Leadership Chap.)*
    b. Previous goals and objectives
    c. Evaluations by supervisors
    d. Feedback from employees

153) When developing a club's strategic plan, an environmental scan should be undertaken for what purpose?
   a. To review ecological concerns that should be incorporated into the plan
   b. **To determine and compare information about clubs that are in the club's competitive set** *(CMAA Strategic Chap.)*
   c. Determine any future federal, state, and/or local regulations and legislation that will impact the club
   d. Determine what concerns should be addressed by the club's strategic plan

164) When a club uses an enhancing differentiation strategy, it is attempting to address its:
   a. **Strengths** *(CMAA Strategic Chap.)*
   b. Weaknesses
   c. Opportunities
   d. Threats

172) Which component of a strategic management system involves the longest-term decision-making?
   a. Tactical planning
   b. Operational planning
   c. SWOT analysis
   d. **Strategic planning process** *(CCM Exam Review-Leadership and Mgmt. – Debby)*

167) Which decision-making model is most effective for strategic planning?
   a. Decision by authority
   b. Decision by unanimity
   c. Decision by majority
   d. Decision by consensus

151) Statements that outline what an organization is trying to achieve while giving it direction and purpose are called:
   a. Objectives
   b. Operations
   c. Cascades
   d. Missions

169) How often should actual operating results be monitored to determine if the club is moving in line with its strategic plan?
   a. Quarterly or semi-annually
   b. Annually
   c. Every two to three years
   d. Every three to five years

170) The "T" in "SWOT" applies to:

a. Tactics
b. Training
c. <u>Threats</u>
d. Techniques

1. Leadership can be defined as
    A) Motivational techniques primarily using threat intended to induce retention and commitment from followers
    B) Coercing of followers to avoid punishment in achieving their goals and objectives
    C) Being mostly effective when using centralized decision-making and using organizational power to force others to achieve their goals and objectives
    D) Inducing followers to accomplish certain goals that represent the values, wants and needs, aspirations and expectations of both leaders and their followers

2. Leadership
    A) Is a social process
    B) Crosses multiple disciplines
    C) Open to a variety of meanings
    D) All of the answers are correct

3. Armchair theories
    A) Are sometimes referred to as personalized theories
    B) Are based on personal experience
    C) Are based on personal feelings
    D) All of the answers are correct

4. The managerial grid was organized to identify the type of leader who would display what types of behavior?
    A) High task behavior
    B) High relationship behavior
    C) High or low task behavior and high or low relationship behavior
    D) High task behavior and high relationship

5. In situational leadership
    A) Individuals mature at the same rates when working in groups
    B) Information flows laterally and upward (downward)
    C) Works with both individuals and groups
    D) Fosters decision making via centralization

6. If summarizing the LPC contingency theory
   A) Group members will work best/most with a liked team member
   B) Group members will work worst/least with an unliked team member
   C) A leader will work best/most with a liked follower
   D) A leader will work worst/least with an unliked follower
   E) Both C and D are correct
   F) Both A and B are correct

7. In personal power
   A) A person leads by organizational rank (such as GM)
   B) Leaders use their personalities to help get cooperation from followers
   C) Mission takes priority over personal desires
   D) A person exercises power by threatening or taking away rewards

8. In the time lag concept
   A) Leader actions do not directly affect results
   B) Results occur over time
   C) There is a time lag
   D) All of the answers are correct

9. In Theory Y
   A) Commitment is a function of rewards
   B) Most people must be coerced, controlled, or directed
   C) Upward mobility occurs via skill specialization
   D) Current trends in management are moving toward Theory Y style

10. Applying Herzberg's two-factor theory
    A) Motivational factors relate to intrinsic elements
    B) Maintenance factors relate to extrinsic elements
    C) Motivational factors relate to extrinsic elements
    D) Maintenance factors relate to intrinsic elements
    E) Both A and B are correct
    F) Both C and D are correct

11. In which phase of teams are the rules of conduct established, policies set, goals agreed upon, and the team is working together?
    A) Forming
    B) Storming
    C) Norming
    D) Performing

12. The first step in effective delegation is to:
   A) think the project through
   B) set a series of dates, objectives, and deadlines
   C) designate an employee or group
   D) meet with the employee union to okay the employee selected

13. Operational planning typically focuses on _____ months.
   A) 3 to 6 months
   B) 6 months
   C) The upcoming 12 months
   D) Beyond 12 months

14. Which decision-making model is most effective for strategic planning?
   A) Decision by vote
   B) Decision by veto
   C) Decision by leader
   D) Decision by consensus

15. An environmental scan should be undertaken during which step of the strategic process?
   A) 1. The Needs Assessment
   B) 3. The Competitive Analysis
   C) 4. The Retreat
   D) 5. The Plan Development

16. During which step of the strategic process are values, vision, mission, and key goals and objectives confirmed?
   A) 1. The Needs Assessment
   B) 3. The Competitive Analysis
   C) 4. The Retreat
   D) 5. The Plan Development

17. Which statement is incorrect about Mission?
   A) It is here that the club would state the reason for the club's being
   B) Mission is typically a narrow statement of the purpose for which the club exists
   C) Values drive Mission
   D) SWOT occurs at this stage

18. In SWOT, items from the outside that could contribute to the club's success would, by definition, be considered

A) Opportunities
B) External to the club
C) Strengths
D) Internal to the club
E) Both A and B are correct
F) Both C and D are correct

19. The "T" in SWOT applies to:
    A)   transfer
    B)   training
    C)   threats
    D)   technical issues

20. In a well-run and professionally managed club, Step 6 Implementation of the strategic process is most often achieved by
    A)   Key committees
    B)   The Executive Committee
    C)   The Board
    D)   The paid staff