T F 1. The twentieth century has been dubbed "the age of service". Hotels & motels, even those type hotels that offer different levels of service, are members of the service sector.

T F 2. Not only is the price paid by clients a measure of service quality, but more importantly the number (or ratio) of employees per guest room the true measure of a hotel's level of service; 0.6 : 1 being about average; 2 : 1 being extraordinarily high.

T F 3. The occupancy pattern of resort hotels (that of being busier on weekends and slower on weekdays); is opposite to that of the business or commercial property.

T F 4. Hotels are said to have a Fixed Supply of rooms, usually with a limited range of flexibility. This is mainly due to poor designing and use oversight of developers.

T F 5. In every business, management must consider the perishability or shelf-life of its product; the Business Equalization Standards established by the U.S. Department of Commerce equates the perishability of a hotel room to that of canned goods.

T F 6. Because of the proposed reduction and talk towards a four-day work week by its clients, commercial properties find it difficult to exceed a 70% weekly occupancy. If that law passed

T F 7. The solution appears that the commercial property [in urban areas especially], should only operate four days, close weekends as they can no longer "throw away the key" once the property is opened.

T F 8. Despite their obvious limitations, the growth of Mom-and-Pop and B & B operations are out-distancing the building of large hotels; because guests still, deep down, prefer personalized service.

T F 9. Because of "Economies of Size", Large hotels are better able to offer quality service, backed by quality management - providing 24 hour management presence.

T F 10. There are three distinct classes of hotels. They are Resorts, Commercial and Residential. It is therefore illegal for resorts or commercial hotels to accept & house permanent [residential] guests.

T F 11. The "Dine Around Plan" [Where guests of one hotel would be given coupons for meals that they could cash in at other participating hotels], could enable a hotel to maintain the benefits of AP and MAP, without losing its revenues to outside non-participating restaurants while offering a variety dining choices to its guests.

T F 12. Every segment of the hotel industry appear to be after the SAME commercial traveler segment, who they feel is neither price sensitive - out shopping nor are more resistant to seasonal fluctuations.

T F 13. In America, the quoted hotel rate always assume AP plan, unless otherwise specifically stated.

14. The fact that 57% of all hotels in the USA are controlled by chains, means that the:-
a. Chain hotels manage properties in a better fashion and are in demand by investors.
b. Chain hotels are usually more profitable which is also attractive to investors.
c. Chain hotels are more dependent on room's business than they are on the food end.
d. Those hotels that are not affiliated with a chain or franchise tend to fail more often.
e. Chain hotels usually have, and can afford, a better reservations system.
f. Independent hotels stand a higher chance of failure and have a hard time securing bank loans.
g. All of the above statements are true
h. No more than two of the above statements are true

15. Average daily rate (ADR) is:
a. The price at which hotel managers would like to sell each and every room.
b. The nightly rate of all hotel rooms sold throughout the United States over a one year period.
c. Computed by dividing room revenue by the number of rooms occupied.
d. Indefinable, but remains a workable concept for discussion purpose nevertheless.
e. All of the above, accepted.
f. None of the above statements are correct.

16. If the relationship of Rooms Available for Sale to [vs.] the Total Rooms in the Hotel is 98% for Hotel "A", and that for Hotel "B" is 58 %., most assuredly ....
a. This means Hotel "A" is a lot newer than Hotel "B"
b. Hotel "B" is probably a Motor Hotel and not an Airport or Downtown City Hotel
c. Hotel "B" probably has less total rooms than hotel "A"
d. Better management [attention to detail], at Hotel "A" than at Hotel "B"
e. Most likely there is no maintenance person on payroll at Hotel "B" [p-120]
f. Possible a combined reason (a), (b) and (e).
g. All of the above
h. None of the above

T F 17. A budget property has a larger percentage of its staff employed in the front-of-the-house areas than would be the case in a large resort - even though they might both offer a multitude of services.

T F 18. The typical hotel derives more revenue from its room sales than from the combined total of sales of water sports, food, beverage, banquets and telephone.

T F 19. In the United States, the term “concierge floor” is one which is a limited access floor with additional services to off-set the higher prices charged. It's different than the original concept used in Europe.

20. The WTO (World Tourism Organization) has ranked the order of the world's hotels into classes which are:
a. All suite; A star; deluxe; luxe.
b. Full service; first class; limited service; second class.
c. Deluxe [Luxury]; first class; tourist class [Economy/2nd Class]; Third & Fourth class.
d. Ritzy; four star; three star; two star.
e. All of the above is correct, regardless of the country being evaluated.
f. None of the above is correct.

21. The plan which contains both breakfast and dinner ONLY as part of the rate quote is the:
a. American plan or Full American Plan
b. European plan.
c. Continental plan.
d. Bermuda plan.
e. Modified American plan.
f. Demi-pension [Half-Pension].
g. Boutique
h. None of the above.
i. All of the above are applicable
j. Only (a) and (e)

T F 22. The shifts or watch at the front desk are usually referred to as the "swing shift" (7:30-3:30 p.m.)

T F 23. Although front office cashiers work in the front office and appear to be part of the front office organization, they sometimes report to the accounting manager.

24. Which of the following titles are likely to be used to identify the person who is second in command of the hotel, in the absence [off the premises], of the General Manager or Managing Director?
   a. Assistant Manager.
b. Assistant to the Manager.
c. Executive Assistant Manager.
d. Assistant General Manager.
e. Resident Manager.
f. Manager On Duty.
g. Administrative Assistant.
h. None of the above is ever in command of the hotel
i. All of the above could be, on occasions, in command.

T F 25. The large number of reservations passing through the central reservation offices has been one of the major reasons that small operators have purchased franchises who help in reservations.

T F 26. The standardized reservation form winning approval from almost every major hotel chain was prepared jointly by the AH&MA, the HSMAI, the AAA, and ASTA.

T F 27. The reservation manager may close out the CRO (even if rooms are available) to more closely monitor an approaching full house and to save the fees paid to the CRO for each reservation taken.

T F 28. Due to the enormous expenses (telephone costs, computers, programming, labor) of operating CRO's, some industry observers foresee the appearance of telecommunication companies that will service many different hotel chains, but allow each to keep their own marketing identity.

T F 29. Small hotels operate under a disadvantage when the CRO levies a flat, basic, reservation fee each month because small hotels are not able to spread that cost over a large number of rooms.

30. Regarding Central Reservation Offices (CRO's):
   a. They charge the participating hotel for each reservation booked, plus telephone time, plus a monthly or annual fee, plus training costs.
   b. Time is of the essence and are carefully monitored for time on each call: nine minutes is average.
   c. Automatic call distributor equipment holds incoming calls relaying them globally, in sequence.
   d. Each call that results in a booking produces an average daily rate of about $120.00 per night.
   e. They are being replaced by the ease of the Internet and with less cost attached.
   f. All of the above are correct - except (d) & (e).

f. All of the above are correct - except (d) & (e).

31. The "love-hate" relationship of hotels and travel agents is manifested by:
   a. Hotel complaints that they can sell their rooms just as Travel Agents who tend to book too many rooms during the busy periods and not enough through the slow periods of the year.
   b. Travel Agents complaints that hotel commission checks are slow, slow in coming.
   c. Hotel complaints that the 22.5% commission for Travel Agents eats heavily into their bottom line.
   d. Travel Agents complaints hotels befriend them when business is low otherwise they are ignored.
   e. All of the above are correct.

T F 32. Both the manual reservation chart and a computerized system can assign reservations room-by-room; They can both also allow the assignment of reservations to specific rooms, upon check-in. The computer system however can mathematical forecast and track availability in aggregate numbers. Automatically. The wall chart cannot do that, but very few places need that aggregate. Hence the computer is nothing more than an overpriced gadget.

T F 33. The computerized reservation system has been likened to a sophisticated rapid tally chart.

T F 34. The National Reservation Center for a hotel is usually only given Rack Rates and a few Major discounted rates like American Automobile Membership. The lower Yield Management type rates are ONLY offered and available to customers who call the hotel directly.

35. Yield Management in hotels:
   a. Has been adapted and adopted in part from the airline industry.
   b. Has been used in hotels for some time now, but it requires management to decrease rates when demand is weak to create higher revenue when times are good. This is based on the fact that "$1.00 beats Zero Dollars in the bank next morning, half a loaf is better than no loaf at all.
c. Will only work, depending on the willingness of leisure guests [FIT's] & groups to adjust their travel and vacation dates in order to gain the highest discounts.
d. Requires that management raise rates [even doubling], as the hotel fills up.
e. Requires management to decrease rates when demand is weak to create revenue on the basis that "$1.00 beats Zero Dollars in the bank next morning."
f. Require management to lie [telling clients they’re full when they only "expect" heavy occupancies] Even rescind, revoke or cancel previously awarded discounts in times when demand is high.
g. All of the above are possibly true.

36. The reservation department is responsible for:
a. Maximizing room revenue even from the time of early bookings.
b. Minimizing room occupancy.
c. Maintaining and improving guest relations.
d. Providing daily actual occupancy information to other departments.
e. All of the above.

37. Since a very early walk-in arrival (5 a.m.) would not be included in last night's occupancy or forecast, This could lead to errors in the reservation department, deciding to accept additional walk-ins today.
a. May affect today's walk-ins - But would have no effect against accepting walk-ins for tomorrow.
b. Cautiously accepting very few walk-ins today.
c. Allow accepting many walk-ins today.
d. No impact on accepting walk-ins today, as reservations department doesn’t control walk-ins.
e. None of the above.

38. The Food and Beverage Manager is to the back-of-the-house as the Front-office Manager is to the Front-of-the-house.
a. Executive Housekeeper b. Front-office Manager
c. Hotel General Manager d. Director of Sales and Marketing
e. Not possible to answer because list is incomplete. f. Rooms Division Manager

39. The daily accuracy of forecasts can be improved at the Front Desk by making hourly adjustments, just as the monthly forecast can be improved by making daily adjustments to management.
T F

40. Forecasting is not an exact science; still, it is best if the reservation manager relies strictly, on the mathematical projections, not allowing subjective input from members of the yield management team to influence the actual forecast figures and in that way sway the decision.
T F

41. Exception Reports are a must if group room assignment are to work problem-free.
T F

42. Yield Management principles are presently very close to having full industry implementation. It's suggested to being the ultimate solution to the overbooking and incorrect ADR problems.
T F

43. Non-guest, third party buyers, [wholesalers, tour operators & travel agents, Airlines, auto rentals] assume a middle-man role between the hotel and individual guests.
T F

44. Mass-Marketing divide hotel facilities into inexpensive packages and offer them in tandem - or conjunction with many of the other components of the travel business [namely airfare, ground transportation, tours, all meals, all activities, attraction tickets etc..], will never catch on, because the typical American guests cherishes their independence too much to trade it for fixed confinement, just for the sake of lower prices and in addition the typical hotelier would not want to appear to dilute his product when he makes much more profits more selling these extras as add-ons.
T F

45. Room availability forecasts rely on the use of historical data, which of the following are NOT included: -
a. "No-shows" - which are guests who hold reservations, but who never arrived.
b. "Understays" are guests who leave at least one day earlier than their original reservation date.
c. “Earlys” are those guests who made a reservation, but arrived a day or more prior to date reserved
d. "Cancellations" are treated mathematically in much the same way as "earlys."
e. "Stayovers" are rarely counted in determining daily room availability.
56. All of the above are used to compute an accurate forecast.
g. All of the above, except (b) are not included in completing the correct forecast.

46. In regard to overbooking:
a. It is a bonafide technique used by hotels to diminish the impact from no-shows, last minute cancellations and incorrect in-house forecasting.
b. Deliberate overbooking, [Requiring the hotel to walk a guest], is legally a breach of contract.
c. Some states, including Florida have enacted legislation penalizing hotels who overbook, whereby clients may obtain punitive damages in addition to requiring the hotel to make full refunds.
d. Many states have passed legislation regulating overbooking.
e. All of the above are correct.

47. Last night our 500 - room hotel was 50% booked. If today's figures show [75] rooms estimated to depart and [150] rooms on reservation; [60] of those on hold until 6:00 p.m. the remainder are guaranteed. What is the forecasted Occupancy Tonight?
a. 340  b. 265
c. 325  d. Reservations unable to forecast occupancy.
e. 315  f. None of the above are correct.

48. Management Franchise Fees & Management Contracts have the same concepts [just different ways of saying the same thing]. Both allow one party to manage a property owned by another. The only difference is in how the computation of the fees paid by then owner(s) are worked out.

49. If unrelated guests share the same room it is required, by law, that both register.

50. 60% of a 500 - room hotel was sold [Occupied], last night. Estimated departures today: [50] fifty rooms. Anticipated arrivals today are [180] rooms, of which [100] are guaranteed by credit cards. Broken air conditioners have placed [4] four rooms out of order. Historical figures indicate: understays will be, 10% of our last night's occupancy; overstays, 2% of our house count last night; cancellations 5% of those due to arrive today; no-shows is 15% of the expected arrivals today. What is the forecasted number of rooms available for sale Today?

a. 366  b. 540.
c. - 41. {overbooked}  d. 134.
e. 214.  f. 186.
g. 286.  h. Either (d) or (e)
i. 306  j. None of the above calculations are correct.

51. Management Franchise Fees & Management Contracts have the same concepts [just different ways of saying the same thing]. Both allow one party to manage a property owned by another. The only difference is in how the computation of the fees paid by then owner(s) are worked out.

52. **Brand-Stretching** and **Amenity-Creep** are movements by many hotel companies to extend what was once a well defined market into segmented products of the same company type hotel based basically on different customer dollar appeal. Because of trying to be "all things to all people", these hotel chains have become most guest’s second choice instead.
American Brand Hotels expanded globally because airlines needed to satisfy its tourist type traveling public with a recognizable logo, cleanliness quality standards and management style at its flight's termination points along their worldwide routes.

**Frequent Guest Programs** are far too expensive for hotels to operate. They saddle the hotel with possible liabilities, offer little gains for the operator and breed problems with a corporate clientele at headquarters’ since the company who pays the hotel may rarely get the benefits, as the traveler for the company is able to stay at other times for free with his/her family though they were not the ones paying the "traveler's" bills.

Conventioners & Tours are both sold as group type bookings. There is a difference however in how hotels handle each of these segments. Convention guests are treated as individuals & are handled separately, whereas Tour Clients are usually given less service, less individual attention & tend to be herded around like a "bunch" of cows. More likely because of the deep discounting that it takes to capture the tour business whereas the convention client can usually afford higher prices.

Rather than give away complimentary rooms, it was suggested in class that the management consider the concept of giving **Due-Bills** instead.

Guest coming in contact with Staff offers several tests to evaluate **MOMENTS OF TRUTH** acts. These however cannot often be observed, supervised nor controlled by management.

In the not too distant future, both sales and reservations departments will be reduced considerably as on-line communication "super-highway" will allow individuals in their homes or offices to link and book rooms directly with hotels, getting the best discounts; by-passing travel agents, tour operators and airlines.

A "convention-goer" may find that if they shopped around and called the same hotel as that where the convention is being held, they may be quoted a lower price depending on the time of day or the day of the week they called and especially if they didn’t identify that they were with such and such a group. Or other hotels nearby may have better rates as one hotel tries to compete and beat the rates of others.

A hotel may develop an Inclusive Tour Package [IT]. This is a lucrative group market where what happens in fact is that the hotel finds itself competing with itself as this type of arrangement usually encompasses the hotel arranging discounted airfare, discounted ground transportation, sight-seeing tours along with a discount on its own rooms, in some cases entertainment and some or all meals are included in such a package.
T  F  61. Reservation clerks at the hotel or central reservation-center play havoc with management’s attempt to capture a good yield management rate. These people at $6.50 per hour wage, exercises little tolerance, as both types tend to take the "easy road" and sell only those easily identifiable rates. Should the hotel offer an array of too many categories and specials - these staff members, rather than aggressively trying to sell from the top down just sell what is the easiest. After all it’s not their personal business - “they just work here”.

T  F  62. Stupidly, sales managers "give away" rooms [at bargain basement reduced rates], with the anticipation that the revenue will be made up when they sell a combination of food and banquets to convention account executives. They’ll make back the profits lost from the rooms with food sales.

T  F  63. Reservations are only kept on a computerized system (1) by reservation number, (2) by name, alphabetically; (3) by arrival date; (4) by month (5) in chronological order (6) by the group’s name and (7) by departure date. None of these are kept on a manual system except by arrival date and by the person’s name or the group’s name.

T  F  64. Because of the numerous instances of errors which occur when reservation clerks take information about guest, it has been made mandatory that the guest upon checking in write in their own information on the registration card. Retrieving such information from the reservation files are usually useless & not recommended.

T  F  65. The Sherman Clayton (Antitrust) Act makes it illegal for several hotels to combine & offer their facilities to convention groups. They are required to price & market each property independently.

T  F  66. When a hotel is guaranteeing reservations, no credit card or other forms of cash payment needs to be required or taken at the time of making and confirming the guaranteed reservation.

T  F  67. Most guests mistakenly assume that an adjoining room is likewise a connecting room and that all properties have two double beds as standard equipment.

T  F  68. Guests who indicate to the hotel's management their intention of "staying a few more days" [thereby causing an overbooked situation], may be requested to leave the hotel - but if they refuse, in Florida, Hawaii or Puerto Rico, they may be evicted. They may NOT, however be legally evicted in the State of New York.

T  F  69. When Yield Management is practiced, in most cases, as the "House" fills up. The system will indicate that management eliminates the lower price ranges and opt for charging the guest a higher price for the same rooms that three months ago were sold for less.

T  F  70. Each time data or transactions at the Front Office or other areas of the hotel have to be transcribed, there is room for error. Messages, restaurant, telephone, other charges. There is no way to prevent these errors except hope errors are limited and training staff to be extra careful.

T  F  71. Group, Tour Operator and other TA's bookings usually go directly to the hotel's reservation center & NOT to the hotel's sales office. A Sales office responsibility is to sell & not take reservations.

T  F  72. "Breakage" is the term given to the profits derived by the Hotel or Convention Organizer, from guests who do not take every drink, or eat all meals [as they may get up late or was not feeling well], even though they were paid for already. Nor did they utilize all the other services provided and available to them in a pre-paid-purchased tour or Convention package.

T  F  73. Even though guests wish us to Help Them, they require High Touch over the modern Hi-Tech.

T  F  74. There are certain things that the customer EXPECTS of a service. Giving them those items will always assure your getting standing ovations / customer comment, referrals and return customers.
75. Quality Assurance steps taken before the actual delivery of service could help ensure continually satisfying customers.

76. Hotel development could involve several different parties; as part of that hotel’s loan structuring:
   a. A management company might operate the property under contract with the actual owner being, someone or some company, completely different.
   b. The ownership group (corporation or partnership, for instance), might be a different group than the financing group, which puts up the money.
   c. 1% ownership group may acquire franchises or hire other management companies to operate it.
   d. Ownership group, Financing Group, Management Group, Franchising Group and Operating Group may all be different in one property.
   e. All of the above cases are possible
   f. None of the above situations are correct.

77. Many hotels give themselves their own ratings [are self-rated "Five Star"], even though theirs may have no relationship with the national ratings given by AAA or Mobile. (five Diamonds / Star).

78. Budget motels are able to compete on the basis of price because:
   a. Budget rooms are smaller and construction and development costs are less.
   b. Budget properties eliminate costly operating amenities like large lobbies, elaborate services like laundry, restaurants, swimming pools and bars.
   c. Budget Motels are smaller than motels or hotels and are located in remote or suburban areas on less costly land, and often located at less convenient sites.
   d. Utilize less square footage, less staff, less amenities and limited services.
   e. All of the above are true.
   f. Both (a), (c) & (d) are true; (b) is false because most budget hotels will give out your laundry, they do have small restaurants, even serving beverages and all have swimming pools.

79. In regards to guest complaints:
   a. When guests are disgruntled this could indicate "The Iceberg Effect" in that what is being said has a lot "not spoken". Untrained staff are unable to detect the depths of a guest's anger.
   b. Most complaints can be satisfied by telling the guest that NO exceptions can be made to the rules that have been established - equally for everyone's benefit or safety.
   c. Clerks should remain aloof. avoid apology or sympathizing with the guest who may be wrong.
   d. Problem guests should not be referred to higher management because such guests never will be satisfied, so there is no reason to waste important management time through referral.
   e. Staff should be made to realize that the guest is the BOSS, but they may be wrong at times.
   f. None of the above statements are correct.

80. Assume we have a request from a group to obtain a discount. If we normally would anticipate a 80% Occupancy during the time requested for their stay, Which of the calculations below at 80% is **incorrect** & would cause us to have a severe drop in our ADR ? Select alphabet [column a,b,c,d,e] that is incorrect.

<table>
<thead>
<tr>
<th>Current Occupancy</th>
<th>Expected Discount</th>
<th>5%</th>
<th>10%</th>
<th>15%</th>
<th>20%</th>
<th>25%</th>
<th>Potential Revenue</th>
</tr>
</thead>
<tbody>
<tr>
<td>100 %</td>
<td></td>
<td>106.0%</td>
<td>112.7%</td>
<td>120.3%</td>
<td>129.0%</td>
<td>139.1%</td>
<td>40,000.00</td>
</tr>
<tr>
<td>90 %</td>
<td></td>
<td>95.4%</td>
<td>101.4%</td>
<td>90.1%</td>
<td>116.1%</td>
<td>125.2%</td>
<td>36,000.00</td>
</tr>
<tr>
<td>80 %</td>
<td>●-</td>
<td>84.8%</td>
<td>90.1%</td>
<td>96.2%</td>
<td>98.2%</td>
<td>111.3%</td>
<td>32,000.00 ●-</td>
</tr>
<tr>
<td>70 %</td>
<td></td>
<td>74.2%</td>
<td>78.9%</td>
<td>84.2%</td>
<td>90.3%</td>
<td>97.3%</td>
<td>28,000.00</td>
</tr>
<tr>
<td>60 %</td>
<td></td>
<td>63.6%</td>
<td>67.6%</td>
<td>72.2%</td>
<td>77.4%</td>
<td>83.4%</td>
<td>24,000.00</td>
</tr>
</tbody>
</table>
Contribution Margin = Room Sales Price: Less Cost Of Sales [Marginal Cost] Leaving That which would contribute to Profits.

Equivalent Occupancy = Current Occupancy X Current Contribution Margin
\[ \text{New Contribution Margin} \]

**EXAMPLE:**

@ 50 % Occupancy = 0.5 X 100 - 11 = 89
and a 25 % Discount requested by group.

New Occupancy Level = 75 - 11 = 64

Answer = 69.5%

81. The National Association of Home Builders convention has been quoted a number of different rates; the rack rate standard room is $60 for this convention, the $90 queen parlor is $70 and the $110 king deluxe is $81. This group has been quoted:
   a. Flat rates  
   b. Run-of-house rates  
   c. Spread rates  
   d. Rack rates  
   e. None of the above

82. In regard to convention bookings, which of these is true?
   a. Comp rooms are generally granted at the rate of 1 comp room per 10 rooms sold  
   b. The negotiated room rate is determined in part by the number of food and beverage functions the group is planning  
   c. Group rates are either quoted as "spread" or "shallow" (run-of-the-day) rates  
   d. Housing bureaus (CVB's) play a lesser role today than in years past  
   e. None of the above are true

83. Which of the following is classified as non-essential reservation data?
   a. Rate quoted  
   b. Quality of the reservation (type of guarantee)  
   c. Preferred room view or exposure  
   d. Guest's name  
   e. Type of room requested

84. In terms of group business, the acronym ASAE stands for:
   a. Association of Simple Accounting Expenditures  
   b. Association for Substantial Arts and Entertainment  
   c. American Society of Affiliated Enterprises  
   d. American Society of Association Executives  
   e. None of the above

85. T. F. Interestingly, out-of-inventory rooms do not affect rooms available for sale (the denominator in an occupancy equation) while out-of-order rooms do affect inventory.

86. T. F. Early arrivals, like cancellations and no-shows, reduce the number of expected arrivals.

87. T. F. Guaranteed reservations made against a national credit card are less secure than many people realize. In many instances, guests who refuse to pay no-show charges are upheld by their credit card company. This leaves hotels without compensation for unoccupied room nights.
88. T. F. A hotel reservation is essentially a legal contract. Before, hotels or guests could probably sue for breach of contract but few ever do- as it’s too much work for very little return.

89. T. F. Interestingly, advance-deposit reservations have the greatest likelihood of no-show. Non-guaranteed reservations (6pm) generally have the highest rates of arrival.

90. Room availability forecasts often allow for adjustments based upon historical data. In regard to these adjustments, which of the following is true:
   a. No-shows are guests with reservations (either guaranteed or non-guaranteed) who never arrive
   b. Understays are guests who stay at least one night beyond their scheduled departure date
   c. Cancellations are treated in much the same way as stay-overs;
   d. Early arrivals are guests who check out at least one day prior to their scheduled departure
   e. Answers a, c, and d are true. But b is false because that is the definition for overstays

91. A guest remaining in the hotel at least one day past his originally scheduled departure is known as a(n):
   a. Understay   b. Overstay   c. Latent check-out
   d. Late departure   e. None of the above

92. Assume that a 200 room hotel sold 50% of its rooms last night. Today, we anticipate that 75 rooms will depart. We hold 60 6prn reservations and 90 guaranteed reservations. There are no advance deposits. What is the forecasted number of rooms available for sale?
   a. 85   b. 55   c. 25   d. 0   e. 75

93. Assume that a given property has 300 rooms. After accounting for the day's departures and arrivals, 100 rooms remain unsold. Of these 100 rooms available, 50 rooms cannot be sold because they are out-of-inventory. In this case, the forecasted occupancy percentage would be:
   a. The forecasted occupancy percentage would be 20%
   b. The forecasted occupancy percentage would be 40%
   c. The forecasted occupancy percentage would be 60%
   d. The forecasted occupancy percentage would be 80%
   e. None of the above are the correct occupancy %

94 Assume that your 300 room hotel sold 66.6% of its rooms last night. Today, we anticipate that 50 rooms will depart. We hold 180 reservations (combined total of 80 6prn and 100 guaranteed). There are currently no rooms out of order. Historical figures lead us to the following percentages for adjusting; understays 10%; overstays 2%; early arrivals 0%; cancellations 5%; and no shows 8.33%. What is the forecasted number of rooms available for sale?
   (a). 2  (b). 52  (c). 0  (d). 2  (e). None of the above

95. T. F. Several valid research studies recently re-validated the following facts: 10% of guests who recently stayed at hotels would never return; less than 2.5% of dissatisfied guests actually voice their complaint; 90% of complaints are hidden similar to the large mass of icebergs below the water level.
96. T. F. Comment cards offer the most accurate measure of the quality of guest service, provided enough cards are returned, and this can be done by attaching some small incentive, a glass of wine with dinner, for example.

97. T. F. Road warriors (business travelers who sleep away from home a great deal) know what is important to a good night's rest, and it isn't fancy soap amenities, but rather a room design that has back-to-back baths and individual, window-installed heating and air-conditioning units.

98. T. F. Quality guarantees should never be specific. They should be defined as broadly as possible to convince the guest the hotel is serious about delivering quality service and attention; that's what's accomplished in the popular advertisement, "100 percent satisfaction guaranteed, or no charge for the room!"

99. T. F. Quality Circles are proven techniques of employee self-discipline employed by many businesses, and now recently by the hotel industry, to assure employee compliance with procedures, standards, and levels of service.

100. The authors' definition of quality service:
   a. Includes the rapid and satisfactory resolution of every guest complaint regardless of cost
   b. Has each employee acting like a concierge and thinking like a manager
   c. Grants unlimited empowerment to all employees at every level in every department
   d. Is the same definition as that advanced by most other authors and speakers
   e. All of the above contain elements of the authors' definition

101. The ADA is a piece of legislation:
   a. Individually enacted by all 50 states to ensure fair treatment of handicapped workers
   b. That stands for Americans for Democratic Action
   c. That supplements and enlarges on previously passed OSHA legislation
   d. That applies equally to employees and to guests
   e. Both a and c

102. Some of the basic rules used to handle serious guest complaints that threaten to grow into ugly confrontations or even law suits include:
   a. Complaints should be resolved immediately in the guest's favor since the customer is always right no matter what
   b. Loud and boisterous complainers must be shouted down otherwise the issue can never be resolved
   c. Apologies are always appropriate, give as many as required
   d. Management should not waste time listening to complaints that have absolutely no basis
   e. All of the above are correct at one time or another

T F 103. Rather than give away complimentary food or drink - it was suggested in class that the management consider the concept of giving Due-Bills instead.

T F 104. Conventioners & Tours are both recorded in hotels as being groups. There are big differences however in how hotels handle each of these segment. Convention guests are
usually quoted higher rates and are registered individually at a variety of time periods, at a special convention desk set up for them. They are even handled separately from the area used to service and register regular guests. The staff doing the check-in for this type of guest do not normally even work for the hotel. Now the Tour Clients, who are usually given coupons, arrive at the same time in one bus – or a series of busses - and are given even less service than both the regular guest and the Convention clients. As an example the hotel staff do not interact with them individually, but deals with a group director and gives that person only any kind of attention. More likely this is as a result of having to give the tours much deeper discounts. Cheaper rates equate to poorer service requirements - as that is what it takes to capture the business of the cheaper tours.

T  F  105  Guest making contact with a hotel many times are quoted a higher rate than if they had contacted a travel agent, tour operator, or even some of the internet discount suppliers [hotel.com; expedia.com and the like]. These higher rates are due to the fact that the hotel would not have to pay anyone commission and feel they are justified in doing so.

T  F  106. The use and installation of computers at the Front Office or other areas of the hotel have greatly reduce the potential for errors and duplication of efforts. Data is now more readily accessible and available by a multitude of rank and file personnel – not to just a few supervisory personnel.