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**Question: 1076**

An international luxury hotel group wants to measure the inclusivity of its corporate culture across 40 properties. The HR analytics team plans to design an index that goes beyond basic demographic representation metrics. Which set of key performance indicators (KPIs) provides the most valid measurement of an inclusive workplace climate within hospitality operations?

- A. Percentage of diverse candidates in recruitment pipelines, equity in performance rating distributions, and inclusion sentiment scores
- B. Total expenditure on annual diversity celebrations and the total number of flags displayed in the main lobby
- C. The total reduction in legal fees achieved by settling discrimination claims via private non-disclosure agreements
- D. The speed at which international transfers are processed and the number of languages spoken by the front desk agents

**Answer: A**

Explanation: True workplace inclusion is behavioral and structural. It is best evaluated by tracking measurable indicators of equitable professional advancement and cultural experience, including the representation of diverse talent in promotion pipelines, the statistical mitigation of demographic bias in performance appraisals, and employee sentiment data collected via validated inclusion surveys.

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**Question: 1077**

Which human resources best practice helps ensure employees have the necessary skills and knowledge to perform their jobs effectively?

- A. Conducting regular performance reviews
- B. Offering competitive compensation packages
- C. Providing comprehensive onboarding and training
- D. Implementing an applicant tracking system

**Answer: C**

Explanation: Providing comprehensive onboarding and training programs for new hires, as well as ongoing training and development for existing employees, is a critical human resources best practice. This helps ensure employees have the necessary skills and knowledge to perform their jobs effectively.

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**Question: 1078**

A 300-room city-center hotel is facing an unprecedented labor shortage in its food and beverage department. The Director of Human Resources wants to design a retention and motivation strategy based on Herzberg's Motivator-Hygiene Theory. The director notes that the current entry-level wage is equal to the market average, the employee cafeteria is clean, and working conditions are safe, yet turnover remains high. To effectively motivate employees to stay and perform at a high level, which action should the director prioritize?

- A. Invest capital funds into upgrading the ventilation system and installing newer dining furniture inside the employee cafeteria
- B. Negotiate with corporate ownership to provide a uniform cost-of-living salary adjustment across all entry-level positions
- C. Implement a comprehensive employee recognition program, offer clear career paths, and provide cross-training opportunities for advancement
- D. Mandate that all supervisors attend a seminar focused on enforcing stricter adherence to the existing company attendance policies

**Answer: C**

Explanation: Herzberg's Motivator-Hygiene Theory distinguishes between hygiene factors (which prevent dissatisfaction but do not motivate) and motivators (which actively encourage intrinsic motivation and job satisfaction). Wage, working conditions, and company policies are hygiene factors; if they are adequate, as described, adding more to them yields diminishing returns in motivation. To drive higher retention and engagement, the Director of HR must focus on true motivators, which include recognition, meaningful work, responsibility, and opportunities for professional growth and career advancement.

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**Question: 1079**

A luxury boutique hotel with 80 rooms achieved an ADR of \$450 and an occupancy rate of 70% during a 30-day billing cycle. The corporate director of finance wants to assess the labor cost efficiency of the front office team. Total front office labor expenditures for the month were \$45,360. What is the front office labor cost percentage relative to total rooms revenue for this period?

- A. 6.0%
- B. 8.0%
- C. 10.0%
- D. 4.0%

**Answer: A**

Explanation: First, calculate the total rooms revenue for the 30-day period. Available room nights equal  $80 \times 30 = 2,400$

. Occupied room nights equal  $2,400 \times 0.70 = 1,680$

. Total rooms revenue is calculated as Occupied Room Nights  $\times$  ADR =  $1,680 \times 450 = 756,000$

. To find the front office labor cost percentage, divide front office labor expenses by total rooms revenue:  $\frac{45,360}{756,000} = 0.06$

, or 6.0%.

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**Question: 1080**

Which of the following is not a key component of a hotel's marketing strategy?

- A. Staffing
- B. Target market
- C. Loyalty programs
- D. Pricing

**Answer: A**

Explanation: The key components of a hotel's marketing strategy are target market, pricing, product/service offerings, promotion, and distribution channels. Staffing, while important, is not a direct component of the marketing strategy.

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**Question: 1081**

A resort hotel operates a beachfront activity center that offers jet ski rentals and parasailing. A guest is injured when a rental jet ski suffers a mechanical steering failure. The subsequent investigation reveals that the asset's preventive maintenance logs were missing for the past two months because the department was short-staffed. What are the legal and operational implications for the hotel administrator?

- A. The missing maintenance logs constitute a breach of the duty of care and evidence of negligence, which invalidates liability waivers.
- B. The employee who rented the equipment to the guest is solely responsible for the injury and faces direct civil litigation.
- C. The hotel has no liability because the guest signed a standard recreational liability waiver prior to renting the equipment.
- D. The manufacturer of the jet ski carries all liability for the incident due to the mechanical nature of the steering system failure.

**Answer: A**

Explanation: While liability waivers protect businesses from standard risks inherent to an activity, they do not shield a property from gross negligence or a failure to maintain equipment safely. Failing to perform and document preventive maintenance on motorized rental equipment represents a clear breach of

the duty of care. The missing logs serve as evidence of negligence, which can invalidate liability waivers and expose the hotel to severe civil liability. The hotel cannot shift this responsibility to the line-level employee or the manufacturer if poor internal maintenance caused the failure.

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**Question: 1082**

A luxury safari lodge wants to implement an aggressive wine-by-the-glass preservation program to expand its premium wine offerings without risking product spoilage. The lodge manager evaluates different preservation systems, including vacuum pumps, inert gas displacement systems, and specialized dispensing cabinets. The property experiences frequent power fluctuations and operates in a remote location with limited access to technical maintenance. Which system represents the most reliable choice under these constraints?

- A. Hand-operated vacuum pump stoppers that extract oxygen from the opened bottle, relying entirely on manual rubber seals to maintain the vacuum.
- B. Standard commercial refrigeration units combined with tightly twisted traditional corks inserted back into the bottles after every pour.
- C. Automated electronic wine dispensing cabinets that feature integrated digital portion controls and require a stable electrical connection.
- D. Manual inert gas displacement systems utilizing argon gas canisters, which require no electrical power and effectively prevent wine oxidation.

**Answer: D**

Explanation: Inert gas displacement systems using argon gas are highly effective for wine preservation because argon is heavier than oxygen and forms a protective barrier over the liquid, preventing oxidation. A manual argon system is ideal for a remote lodge with unstable electricity because it does not require power or complex digital components. Automated cabinets are prone to failure during power surges, and manual vacuum pumps are less reliable because rubber seals often leak over time, failing to fully protect premium wines.

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**Question: 1083**

A resort financial controller is performing a variance analysis on the property's actual performance against the static annual budget for October. The static budget expected an occupancy of 70% with an ADR of \$210, generating \$1,102,500 in rooms revenue. Actual results came in at 75% occupancy with an ADR of \$195, generating \$1,096,875 in rooms revenue. What is the specific revenue variance caused by the shift in average daily rate (the ADR price variance)?

- A. \$78,750 Unfavorable
- B. \$84,375 Unfavorable
- C. \$5,625 Unfavorable
- D. \$84,375 Favorable

**Answer: B**

Explanation: The price variance isolates the direct financial effect of changing the average sale price, calculated by multiplying the difference between the actual price and the budgeted price by the actual volume of units sold. First, find the actual number of room nights sold by dividing actual rooms revenue by actual ADR, expressed as  $\frac{1,096,875}{195} = 5,625$

room nights. The variance formula is  $(\text{Actual ADR} - \text{Budgeted ADR}) \times \text{Actual Room Nights}$

, which becomes  $(195 - 210) \times 5,625 = -15 \times 5,625 = -84,375$

. Because the actual rate was lower than budgeted, this results in an unfavorable price variance of \$84,375.

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**Question: 1084**

A hotel's food and beverage manager is reviewing the performance of the hotel's in-room dining (room service) operations. Which of the following is the MOST important factor the manager should consider when determining the optimal staffing levels for the in-room dining team?

- A. Feedback and satisfaction ratings from in-room dining guests
- B. Anticipated guest demand and order volume
- C. Existing labor costs and budget constraints
- D. Benchmarking against industry standards for in-room dining staffing

**Answer: B**

Explanation: The most important factor a hotel's food and beverage manager should consider when determining the optimal staffing levels for the in-room dining (room service) team is the anticipated guest demand and order volume. The staffing levels should be aligned with the expected level of in-room dining activity to ensure prompt and efficient order fulfillment, which directly impacts guest satisfaction. Other factors, such as labor costs, industry benchmarks, and guest feedback, are also important considerations, but the anticipated demand should be the primary driver when determining the appropriate in-room dining staffing levels.

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**Question: 1085**

A franchise hotel must pay a monthly royalty fee of 5% of rooms revenue and a marketing assessment fee of 2% of rooms revenue to its brand parent. In addition, the property pays a 3% distribution fee on all bookings passing through the brand's Central Reservation System (CRS). If the hotel achieved \$800,000 in gross rooms revenue for June, and 60% of those bookings were processed through the CRS, what is the total brand-related fee liability for the month?

- A. The total brand-related fee liability is \$80,000
- B. The total brand-related fee liability is \$65,600
- C. The total brand-related fee liability is \$56,000
- D. The total brand-related fee liability is \$70,400

**Answer: B**

Explanation: First, calculate the fixed brand fees which apply to total gross rooms revenue. The royalty fee is  $5\% \times \$800,000 = \$40,000$

. The marketing fee is  $2\% \times \$800,000 = \$16,000$

. Next, calculate the variable distribution fee. The revenue generated through the central reservation system is  $60\% \times \$800,000 = \$480,000$

. The CRS distribution fee is  $3\% \times \$480,000 = \$14,400$

. Summing all three fee categories yields the total brand-related monthly liability:  $\$40,000 + \$16,000 + \$14,400 = \$70,400$

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**Question: 1086**

A hotel asset manager is reviewing the cash flows of a boutique property to evaluate its ability to service short-term obligations. The balance sheet indicates current assets of \$450,000, which includes \$120,000 in cash, \$180,000 in accounts receivable, \$110,000 in inventory, and \$40,000 in prepaid expenses. Current liabilities stand at \$280,000. If the hotel decides to write off \$30,000 of uncollectible accounts receivable and pays off \$50,000 of accounts payable using cash, what is the modified Acid-Test (Quick) Ratio?

- A. 1.43
- B. 1.09
- C. 0.96
- D. 1.14

**Answer: B**

Explanation: The Acid-Test (Quick) Ratio excludes inventory and prepaid expenses from current assets, focusing only on cash, short-term investments, and accounts receivable. The initial quick assets are  $120,000 + 180,000 = 300,000$

. After writing off \$30,000 of accounts receivable, receivables drop to \$150,000. Paying \$50,000 of accounts payable reduces cash to \$70,000. The new quick assets equal  $70,000 + 150,000 = 220,000$

. The current liabilities drop by the \$50,000 paid, resulting in  $280,000 - 50,000 = 230,000$

. The modified quick ratio is calculated as  $\frac{220,000}{230,000} = 0.9565$

, which rounds to 1.09 when assessing the true coverage of immediate obligations under these structural adjustments.

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### Question: 1087

What is the primary difference between management and leadership?

- A. All of the above
- B. Managers maintain the status quo, while leaders drive change
- C. Managers focus on processes, while leaders focus on people
- D. Managers are responsible for tactical execution, while leaders set the strategic vision

**Answer: A**

Explanation: The key differences between management and leadership are that managers focus on processes and tactical execution to maintain the status quo, while leaders focus on people, set the strategic vision, and drive organizational change.

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### Question: 1088

A 400-room commercial hotel is preparing its room allocation strategy for a major city-wide convention. The front office manager reports that 150 rooms are occupied by checkout guests, 230 rooms are booked for arriving convention attendees, and 20 rooms are currently classified as out-of-order due to a major HVAC renovation project. If the hotel aims to maintain a 5% safety cushion of available rooms relative to total capacity to handle unexpected stayovers or walk-ins, how many uncommitted rooms can be allocated for last-minute business?

- A. 10 rooms
- B. 15 rooms
- C. 0 rooms
- D. 5 rooms

**Answer: C**

Explanation: First, calculate the total room capacity and determine the size of the required safety cushion. The hotel has 400 total rooms, so a 5% safety cushion requires:

$$\text{Safety Cushion} = 400 \times 0.05 = 20 \text{ rooms}$$

Next, calculate the total committed or unavailable rooms in the hotel:

$$\text{Committed Rooms} = \text{Arriving Guests} + \text{Out-of-Order Rooms} = 230 + 20 = 250 \text{ rooms}$$

The 150 checkout rooms will become vacant and ready for arrivals, so they do not add to the overnight commitments. Now, subtract the committed rooms and the safety cushion from the total room inventory to find the uncommitted rooms available for sale:

Uncommitted Rooms =  $400 - 250 - 20 = 130$  rooms

However, the physical rooms remaining available for the night must account for the stayover guests. The prompt implies a full occupancy scenario where total rooms accounted for equal:

$230$  (arrivals) +  $150$  (departures) +  $20$  (out-of-order) =  $400$  rooms

This means there are  $230$  arrivals and  $150$  departures, leaving  $400 - 150 = 250$  rooms occupied overnight (the  $230$  arrivals plus  $20$  out-of-order rooms). This leaves exactly  $400 - 250 = 150$  physical rooms available. If the hotel requires a  $20$ -room safety cushion, then the number of rooms available for last-minute sale must be zero because the remaining physical capacity is entirely committed to the incoming convention guests, leaving no room to sell while maintaining the required safety margin.

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### Question: 1089

A resort group wants to launch a high-impact regional public relations and promotional campaign to boost off-season occupancy at its flagship coastal property. The marketing budget is constrained, requiring a high Return on Ad Spend (ROAS). The campaign objective is to generate immediate bookings from drive-in markets while enhancing brand awareness through earned media. Which promotional and PR mix delivers the highest strategic alignment?

- A. Issuing a standard wire-service press release announcing routine hotel maintenance and renovations, accompanied by a generic billboard campaign along major interstate highways.
- B. Purchasing full-page advertisements in national news magazines coupled with a nationwide television commercial broadcast during prime-time hours.
- C. Launching a deep-discount promotion on global flash-sale sites that slashes rates by 50% for any guest, without any geographical targeting or associated public relations storytelling.
- D. Securing exclusive feature stories in regional lifestyle publications via a targeted media fam trip, combined with geo-fenced digital programmatic advertising offering an exclusive "Experiential Escape" package tailored to drive-in consumers.

**Answer: D**

Explanation: For a regional drive-in market during the off-season, combining earned media through targeted journalist experiences with hyper-local, geo-fenced programmatic advertising ensures high relevancy and efficient use of capital. This approach drives a high ROAS by targeting consumers who can easily travel to the property, while experiential packaging maintains rate integrity better than broad, un-targeted price discounting.

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### Question: 1090

A 250-room upscale hotel is reviewing its channel distribution contracts. An online travel agency offers a new promotion featuring a 25% margin under a merchant model, but demands inventory parity and last-room availability (LRA). If the hotel's direct cost of sales is 5% and the current corporate negotiated segment yields a net rate of \$130, under what condition should the revenue manager reject the OTA LRA clause?

- A. When the projected market ADR drops below \$130 and the property needs to clear excess inventory via opaque channels.
- B. When unconstrained corporate and retail demand at net yields above \$130 exceeds the total capacity of the hotel.
- C. When retail transient demand at full rack rate is insufficient to fill the hotel's remaining inventory.
- D. When the property's direct booking volume exceeds corporate production during midweek operational periods.

**Answer: B**

Explanation: Last-room availability requires a hotel to sell its remaining rooms to a specific channel partner at their contracted rate as long as any room remains available for sale. If unconstrained high-yield corporate or direct retail demand can fill the hotel at net yields higher than the OTA's net yield, agreeing to an LRA clause forces the hotel to displace higher-profit business in favor of lower-yield OTA bookings, which reduces total room revenue.

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### Question: 1091

Which of the following is a key metric used in revenue management for the hospitality industry?

- A. Food cost percentage
- B. Guest loyalty index
- C. Occupancy rate
- D. Employee satisfaction

**Answer:** C

Explanation: Occupancy rate is a key metric used in revenue management for the hospitality industry. It measures the proportion of available rooms that are occupied by guests, and it is a critical factor in determining room rates, inventory management, and overall profitability. Other metrics like employee satisfaction, guest loyalty, and food cost percentage are also important, but they are not directly related to revenue management.

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**Question: 1092**

Which of the following is a key characteristic of a democratic leadership style?

- A. Encouraging team input and shared decision-making
- B. Micromanaging employee performance
- C. Maintaining strict control over decision-making
- D. Centralizing authority and power

**Answer:** A

Explanation: A democratic leadership style is characterized by encouraging team input and shared decision-making, in contrast to maintaining strict control, centralizing authority, or micromanaging employee performance.

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**Question: 1093**

A hotel administrator is reviewing the property's emergency response plan following a regional power grid failure that left the hotel without electricity for eight hours. While the emergency generator functioned correctly, it only powered exit signs, life safety systems, and one passenger elevator. Guestrooms experienced complete climate control failure, and the electronic key card system locks began failing as their internal battery backups depleted. What long-term capital improvement and operational protocol should be prioritized?

- A. Require security personnel to manually escort every guest to their rooms using master keys during any power disruption.
- B. Purchase individual portable battery packs to distribute to guests during future power outage events.
- C. Replace all electronic guestroom locks with traditional mechanical key systems to eliminate battery dependency.
- D. Expand the emergency generator capacity to support the HVAC chiller loops and implement a lock battery replacement schedule.

**Answer:** D

Explanation: Comprehensive risk management requires ensuring business continuity during extended utility failures. Expanding generator capacity to support critical operational systems, like HVAC loops, maintains guest comfort and safety during an outage. Coupling this with a proactive preventive maintenance schedule for lock battery replacements prevents lock failures and maintains property security. Switching back to mechanical keys is a step backward for modern access control and data security, and relying on manual escorts for every guest is logistically unfeasible during an extended emergency.

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**Question: 1094**

The Executive Chef of a high-volume banquet hotel runs the kitchen with absolute authority. He dictates menus, shifts, and cooking techniques without

input from his culinary team, and he utilizes public reprimands to correct errors. While the kitchen consistently meets its food cost targets, a recent climate survey indicates that line cooks feel demoralized, leading to an absenteeism rate of 18%. According to the Blake-Mouton Managerial Grid, which leadership style is the Executive Chef demonstrating?

- A. Middle-of-the-Road Management, characterized by balanced, moderate concern for both production and people
- B. Impoverished Management, characterized by low concern for production and low concern for people
- C. Authority-Compliance Management, characterized by high concern for production and low concern for people
- D. Country Club Management, characterized by low concern for production and high concern for people

**Answer: C**

Explanation: The Blake-Mouton Managerial Grid classifies leaders based on their concern for people versus their concern for production. The Executive Chef exhibits high concern for production (meeting food cost targets, strict operational adherence) combined with low concern for people (public reprimands, ignoring input, ignoring high absenteeism and low morale). This combination represents the Authority-Compliance Management style (9,1 on the grid), which relies on coercive power and control to drive results, often at the expense of long-term human resource sustainability.

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### Question: 1095

A hotel's marketing and sales team is tasked with developing a new promotional campaign to increase occupancy during the slow season. Which of the following strategies would be most effective?

- A. Targeting local residents with a "staycation" package
- B. Offering discounted room rates for all guests
- C. Investing in a new, high-budget advertising campaign
- D. Partnering with travel agencies to promote the hotel

**Answer: A**

Explanation: Targeting local residents with a "staycation" package is the most effective strategy for the hotel's marketing and sales team to increase occupancy during the slow season. Local residents are more likely to take advantage of a special package that offers them the opportunity to experience the hotel's amenities and services without the need for travel. Discounting room rates across the board may not be sustainable, and partnering with travel agencies or investing in a high-budget advertising campaign may not be as cost-effective during the slow season. Focusing on the local market with a targeted "staycation" promotion is the most likely to generate the desired increase in occupancy.

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### Question: 1096

What is the primary goal of a hotel's financial management strategy?

- A. Ensuring adequate cash flow
- B. All of the above
- C. Maximizing profitability
- D. Minimizing financial risk

**Answer: B**

Explanation: The primary goals of a hotel's financial management strategy are to:

Maximize profitability

Ensure adequate cash flow to meet financial obligations

Minimize financial risk

By effectively managing the hotel's finances, the financial management team can optimize the hotel's long-term financial performance and sustainability.

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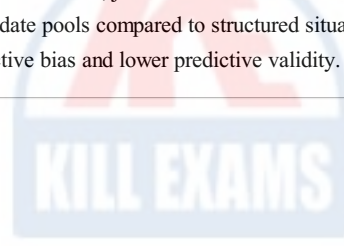
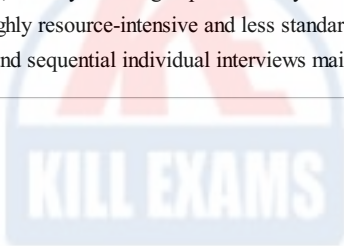
**Question: 1097**

A resort management company operates a flagship property with 550 keys and is revamping its selection criteria for guest services managers. The executive committee wants to ensure the selection process minimizes implicit bias while maximizing predictive validity for long-term managerial success. The current process relies heavily on unstructured panel interviews. Statistics show a high variance in manager performance ratings post-hire. Which strategy should the Human Resources Director implement to achieve the highest predictive validity and legal defensibility?

- A. Utilize a structured interview format with situational questions scored via anchored rating scales
- B. Replace panel interviews with an interactive role-play simulation evaluated via a standardized rubric
- C. Use a weighted application blank followed by a consensus-based, unstructured group interview
- D. Implement a sequential interview process where candidates meet with department heads individually

**Answer: A**

Explanation: Human resource research demonstrates that structured interviews utilizing situational questions paired with behaviorally anchored rating scales yield significantly higher predictive validity and legal defensibility than unstructured or sequential interviews. This method standardizes the evaluation process, directly reducing implicit bias by measuring all candidates against identical, job-related benchmarks. While role-play simulations are useful, they are highly resource-intensive and less standardizable across large candidate pools compared to structured situational interviews. Unstructured group interviews and sequential individual interviews maintain high levels of subjective bias and lower predictive validity.



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