



UTHM

Universiti Tun Hussein Onn Malaysia

UNIVERSITI TUN HUSSEIN ONN MALAYSIA

**FINAL EXAMINATION
SEMESTER II
SESSION 2013/2014**

COURSE NAME : LEADERSHIP AND SUPERVISION
COURSE CODE : BPB 34103
PROGRAMME : 3BPA
EXAMINATION DATE : JUNE 2014
DURATION : 2 HOURS 30 MINUTES
INSTRUCTION : ANSWER ALL QUESTIONS

THIS QUESTION PAPER CONSISTS OF FIVE (5) PAGES

- Q1** (a) The success of supervisor's work much depend on four types of skills, which are technical, human relations, administrative, and decision making..

Explain all the **FOUR (4)** types of skills needed for supervisor to work successfully.

(8 marks)

- (b) It is generally agreed that in most supervisors need a different percentage level of all the four types of skills in performing their daily task, and wishes to move up the managerial ladder.

Discuss the percentage distribution of the skills types needed by a supervisor to work successfully, with appropriate illustration.

(12 marks)

- Q2** The concept of organizing implies that one person cannot do all the work of an organization. Therefore, delegation of work to someone with authority and responsibility is part of a healthy organization.

- (a) Define delegation

(5 marks)

- (b) Discuss all the **FIVE (5)** process of delegating.

(15 marks)

- Q3** It is believed that productivity of an organization is the result of its three separate major components in productivity; efficiency of technology, efficiency of labor, and the effectiveness of management. Therefore, supervisors as the first level management can have significant impact on all three major components of productivity.

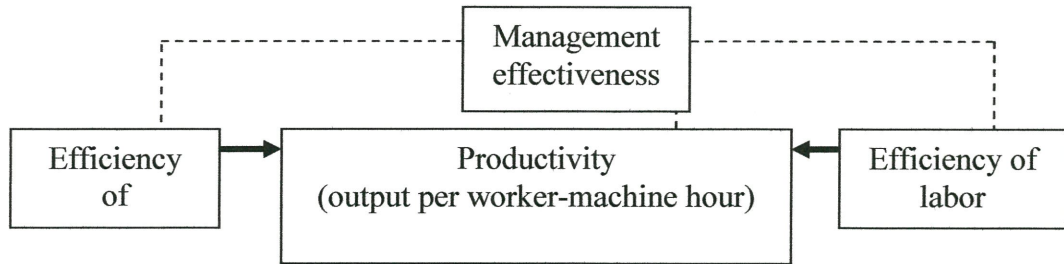


Figure Q3: Determinants of Productivity

- (a) Explain the **THREE (3)** major components of organizational productivity. (6 marks)
- (b) Describe how the determinant of productivity in (Figure Q3) much related to management effectiveness with examples (14 marks)
- Q4** (a) All organizations depend on group to achieve success. In organizations, a group is two or more people who interact with each other to meet a shared goal. A shared sense of purpose, is not just a gathering of people. In general, organizations comprises of two kinds of groups: informal and formal work groups.
- Define the following work groups in organizations
- (i) Informal work groups (2 marks)
- (ii) Formal work groups (2 marks)
- (b) Many supervisors view informal work groups negatively but it actually have positive effects on organization performance. Therefore, supervisors should have the way to control and encourage informal work group to work with instead of going against them.
- Discuss **FOUR (4)** factors that will encourage informal work groups to work with supervisors. (16 marks)

McDonald Method Planning

- Q5** “The main function of each McDonald’s hamburger outlet is the fastest delivery of a consistent high-quality product in a clean facility. One of the keys to McDonald’s phenomenal success is the detailed facility layout and the well-planned methods that have been used since the start of the company. Storage and preparation spaces are designed specifically for the existing mix products, which discourages the owner from supplementing the menu. All products are prepackaged and premeasured to ensure uniformity. Food is cooked on equipment designed to make an optimum amount without waste. McDonald even uses a special wide-mouthed scoop to fill a bag with exactly the right amount of French fries. The scoop prevents costly overfilling but creates an impression of abundance. The facilities and methods are planned in such detail that employee discretion is virtually eliminated and everything is positioned for a reason. For example, the French fries were situated not only to be accessible to the customers and, it is hoped, entice them to order some. The size of the fryer used to cook the French fries is neither too large to cook too many at once (which would allow them to become soggy) nor so small as to require frequent and costly frying.

Source: Theodore Levitt, Production-line Approach to Service.” Harvard Business Review, September-October 1972.

Discuss how “McDonald Method Planning” can sustain its competitiveness level through its productivity, efficiency of technology, and efficiency of labor.

(10 marks)

Reliance Insurance Company

- Q6** Barbara Riley, supervisor of the claims section of the Reliance Insurance Company, really has a problem. She has been having trouble with two of her best employees. Ruth Gordon is 55 years old and has been with the company for 30 years. She started out as a secretary and has worked her way up to senior claims representative. She knows the claims procedures better than anyone, and she prides herself on the fact that many of the younger employees, most of whom are college graduates, come to her for help on their more difficult claims problems. She takes particular pride in the fact that she is of help to them even though she is not a college graduate.

Juan Perez is 24 years old and a recent business administration graduate from a large local university. Since joining the claims unit, he has made numerous suggestions for improving procedures. Just recently, he proposed an entirely new system for processing claims. Barbara has decided to discuss the problem with her boss, Bill Rucker. The discussion goes as follows:

Barbara: I just don’t know, Bill. Sometimes I feel like putting Juan and Ruth in a room and not letting them out until they agree to get a long

- Bill : What do they argue about?
Barbara: Anything that comes up! You can count on it that if Juan propose something, Ruth will be against it. Juan also contributes to the problem in that he acts like Ruth doesn't exist. If he would just ask for her advice every now and then, it would help.
- Bill : How is it affecting everyone?
Barbara: For some time, most people sort of ignored it. Now, however, the arguments are getting out of hand and people are beginning to choose sides.

In supervising Reliance Insurance Company a supervisor cannot escape from confronting with conflict among staff. Therefore, it's the role of supervisor to respond to the conflict constructively and how to implement it at workplace

Discuss how supervisor can minimize organizational conflict in "Reliance Insurance Company" as its objective are to deliver claims in order to improve customer satisfaction, thus at the same time improve its internal processes.

(10 marks)

-END OF QUESTION-

