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UNIVERSITI TUN HUSSEIN ONN MALAYSIA

**FINAL EXAMINATION
SEMESTER I
SESSION 2016/2017**

TERBUKA

COURSE NAME : LEADERSHIP AND SUPERVISION
COURSE CODE : BPA 31102
PROGRAMME CODE : BPC
EXAMINATION DATE : DECEMBER 2016 / JANUARY 2017
DURATION : 2 HOURS
INSTRUCTION : ANSWERS ALL QUESTIONS

THIS QUESTION PAPER CONSISTS OF FIVE (5) PAGES

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Q1 Three Fab Sdn. Bhd. is in the midst of recruiting 50 new employees for 9 vacant positions throughout the organization. The number of applicants has exceeds its expectation amounting to 900 received resumes. You are the supervisor responsible for choosing the best applicants for an interview session.

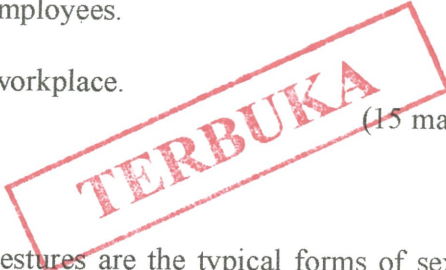
Discuss **FOUR (4)** selection tasks that could increase the chances in choosing the best applicants for Three Fab Sdn. Bhd.

(20 marks)

Q2 The Occupational Safety and Health Act represents the federal government's attempt to ensure a safe and healthy working environment for employees.

Plan **THREE (3)** safety and health agenda for your workplace.

(15 marks)



Q3 Asking for sexual favours and using vulgar hand gestures are the typical forms of sexual harassment. It has been one of the most discussed conflicts in the workplace.

Discuss **THREE (3)** actions to be taken towards managing sexual harassment conflict.

(15 marks)

Q4 Leaders who are seen as extraordinary, regularly display some specific associated behaviours. Refer to Case Study 1 and answer accordingly.

(a) Sally generally followed most of the leadership behaviours:

(i) Describe which of the leadership behaviours Sally was clearly demonstrating through her actions.

(10 marks)

(ii) Describe which of the leadership behaviours Sally was not practicing as effectively as she could have.

(10 marks)

- (b) Even though Sally does not appear to have a fatal flaw in her competency as a leader, Sally could employ further competencies that could complement her strength as a profound leader.
- (i) Discuss the competencies that Sally was employing when dealing with David and his situation.
(15 marks)
- (ii) Discuss the competencies not specifically mentioned in the case study, but might be effectively employed by Sally as part of her personal leadership development.
(15 marks)

-END OF QUESTIONS-



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Case Study 1 : MTCR

MTCR is a leading company in the development and manufacturing of a broad range of custom hardware solution. The company prides itself and is well known for being refreshingly honest and straightforward in its dealings with customers and employees, and in its ability to deliver difficult projects on time. Sally has been a senior manager at MTCR for four years and leads in team custom services area of the company. In a recent 360-degree survey, Sally scored above average (at the 70th percentile) in the competency, inspires and Motivates Other to High Performance. Her report also indicated that her manager, peers, and direct reports saw this competency as a critical one for someone in her position. Some of the written comments in her survey indicated that if she demonstrated and applied this competency more often, it would have a significant positive impact of her success on the job. For these reasons, she's focusing her personal leadership development over the next year on this competency.

David is one of Sally's direct reports who has worked at MTCR for more than nine years and whose historical performance has been excellent. It's generally known among the team that David doesn't have as strong a technical background as most of this colleague. At the same time it's also well known that he has a very efficient work style and puts in any extra hours needed to meet personal and team goals. He transferred from a different group and joined Sally's team almost two years ago. Unfortunately, David has several performance setbacks on the job over the last three months. One of them revolved around some critical missed assignments and late deliveries. Sally has assigned him two projects with some stretch goals that were not easy for David to hit, but had made those assignments specifically to give him development opportunities he had made those requested. This approach and displays confidence in her team members. She had worked together with him on his plans, and had checked in regularly with him during the weeks leading up to the delivery dates. Each time she was assured by him that everything was on the track. These were very visible failures that ended up impacting the performance of Sally's entire team. The other setbacks were related to workplace confrontations he had at different times with several of his teammates following the missed assignments.

Sally has met often with David during these last few months. She moved quickly to call out his missed responsibilities and improper behavior, wanting to be clear to him and the team that she was holding him accountable for his actions. She interviewed David's team mates to get their understanding of what happened and the impact these situations were having on them and the team. She's also spent a good deal of time with David to get his perspective, trying to understand what's been behind David's unusual behavior and help him get back on track. During her meetings with him, she sometimes downplayed the seriousness of the situations in order to make him feel better about himself. During Sally's coaching meetings with David over the last two weeks, she learned that there are several things that are likely contributing to David's recent performance issues. He shared some personal financial and family issues that clearly have him worried. He's also concerned about some process and role changes on the team that Sally instituted a few months ago that have caused changes in his day-to-day work responsibilities.

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David has accepted Sally's feedback and recognized and taken responsibility for his actions. Although his personal issues are improving, they're still an obvious worry to him. He's also clearly stuck on how to handle the changes in his job. One of Sally's greatest concern is how to get this formerly excellent performer back on track and contributing more, despite David's obvious discouragement and lack of confidence.

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