

**CONFIDENTIAL**



**UNIVERSITI TUN HUSSEIN ONN MALAYSIA**

**FINAL EXAMINATION  
SEMESTER II  
SESSION 2010/2011**

**COURSE NAME : SUPERVISORY SKILLS**  
**COURSE CODE : DEE 3112**  
**PROGRAMME : 2 DEE/DEX/DET**  
**EXAMINATION DATE : APRIL / MAY 2011**  
**DURATION : 2 <sup>1</sup>/<sub>2</sub> HOURS**  
**INSTRUCTION : ANSWER FOUR (4)  
QUESTIONS ONLY**

**THIS QUESTION PAPER CONSISTS OF FIVE (5) PAGES**

**CONFIDENTIAL**

**Q1** Good communication skills are skills that facilitate people to communicate effectively with one another. Effectual communication engages the choice of the best communications channel. In fact, communication is only successful when both the sender and the receiver understand the same information as a result of the communication. By considering these facts:

(a) Briefly explain the functions of communication skill for supervisors.

(9 marks)

(b) There are specifically three types of interpersonal communication.

(i) Describe in detail the three (3) types of interpersonal communication skills.

(6 marks)

(ii) Briefly explain at least five (5) causes of failure in communication process

(10 marks)

**Q2** Making decisions is a skill that individuals will need to learn to do well because the decisions they are making in this life stage can be life-altering. In fact, good decision making skills help teens achieve with less stress, as the consequences of poor decision-making skills cause a lot of stress. Based on this situation:

(a) State clearly the definition of decision making .

(2 marks)

(b) List down four (4) techniques in making group decisions.

(4 marks)

(c) Briefly explain the seven (7) steps in decision making process

(14 marks)

(d) List down at least five (5) practical traps to avoid when making decision.

(5 marks)

**Q3** There are things that set leaders apart from other people. Some people are born with these characteristics. Others develop them as they improve as leaders. These are not magic bullets. They are things you can do and be if you want to be a leader. Albert Einstein once said, "We should take care not to make the intellect our god; it has, of course, powerful muscles but no personality. It cannot lead; it can only serve." Discuss this situation by answering the following questions.

(a) State the definition of formal power and personal power of a leader. (4 marks)

(b) Briefly describe the types of formal power of a leader. (6 marks)

(c) Briefly describe the three (3) basic styles of leadership (9 marks)

(d) List down at least six (6) characteristics of an effective leader. (6 marks)

**Q4** Delegation is a skill of which we have all heard - but which few understand. It can be used either as an excuse for dumping failure onto the shoulders of subordinates, or as a dynamic tool for motivating and training your team to realize their full potential.

(a) Discuss this situation by relating your answer to the definition of delegation of authority. (5 marks)

(b) Describe five (5) factors that must be considered when making work assignments. (10 marks)

(c) List down at least six (6) tips for effective delegation. (6 marks)

- (d) However, there are some tasks that can't be delegated. List down at least four (4) of them.

(4 marks)

**Q5** Management by Objectives (MBO) is a process of defining objectives within an organization so that management and employees agree to the objectives and understand what they are in the organization. The essence of MBO is participative goal setting, choosing course of actions and decision making. This ensures that everyone is clear about what they should be doing, and how that is beneficial to the whole organization.

- (a) Discuss in detail three (3) factors that contribute to the successfulness of the MBO system .

(9 marks)

- (b) List down five (5) steps in designing the MBO process.

(5 marks)

- (c) A good way to start thinking about modeling organization structures is to think of the obvious way. Imagine a company where people work in departments, which are organized into divisions. Discuss this situation by explaining in details the following questions:

- (i) The definition of organization chart.

(2 marks)

- (ii) Briefly describe the three (3) types of organizational structures.

(9 marks)

**Q6** Ethics, also known as moral philosophy is a branch of philosophy that addresses questions about morality. That is, concepts such as good and evil, right and wrong. However, the meaning of "ethics" is hard to pin down, and the views many people have about ethics are shaky. Based upon these situations:

- (a) Define the code of ethics in the workplace.

(4 marks)

- (b) Briefly discuss the three (3) basic roles of a supervisor in handling an ethical issues.

(6 marks)

- (c) Consider the following social issue.

Engineer A is attending a meeting with a client to discuss about a big project. The client complained that his design is expensive. He suggested engineer A to modify the design to minimize cost but engineer A claimed it may cause a danger to the public. The client offer to buy the engineer's A design so he can proceed with his plan on the project with the Engineer B. Is it ethical for Engineer A to sell his design to the client. Based on the above mentioned problem statement, give your opinions in handling this issue whether to proceed or to stop the action.

(15 marks)