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UNIVERSITI TUN HUSSEIN ONN MALAYSIA

**FINAL EXAMINATION
SEMESTER II
SESSION 2011/2012**

COURSE NAME : SUPERVISORY SKILLS
COURSE CODE : DEE 3112 / DAE 30202
PROGRAMME : 3 DEE / DET / DAE
EXAMINATION DATE : MARCH 2012
DURATION : 2½ HOURS
INSTRUCTION : ANSWER **FOUR (4)** QUESTIONS ONLY

THIS QUESTION PAPER CONSISTS OF FOUR (4) PAGES

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Q1 As defined by Baker et al in their 2001 study, “efficient decision-making involves a series of steps that require the input of information at different stages of the process, as well as a process for feedback”. Based on this situation:

(a) State clearly the difference between decision making and problem solving skills of a supervisor.

(2 marks)

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

(14 marks)

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

(5 marks)

(d) State clearly two(2) advantages of making group decision

(2 marks)

(e) State clearly two(2) disadvantages of making group decision

(2 marks)

Q2 Leadership style is crucial to success. Leaders must respond to the rapidly changing world and meet the challenges it demands. Understanding different leadership styles and their impact will help you become a more effective leader.

(a) Differentiate the two (2) types of power of a supervisor.

(6 marks)

(b) There are three (3) different types of leaders . Briefly describe each types.

(12 marks)

(c) Briefly define leadership .

(1 marks)

(d) State at least six (6) characteristics of an effective leader.

(6 marks)

Q3 The heart of the management by objective (MBO) approach consists of goals that are objectively measurable and mutually agreed on by the employee and the manager, since an employee gets to participate in setting his or her goals, the expectation is that employees will be motivated to achieve those goals of the organization.

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

(9 marks)

(b) List down six (6) steps in designing the MBO process.

(6 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.

(1 mark)

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

(9 marks)

Q4 Delegation is a two-way process. Good delegation saves time, develops people, grooms a successor, and motivates. Poor delegation will cause frustration, demotivates and confuses the other person, and fails to achieve the task or purpose itself.

(a) Elaborate the definition of delegation of authority.

(2 marks)

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

(10 marks)

(c) List down at least five (5) tips for effective delegation.

(5 marks)

(d) However, there are some reasons why supervisors are reluctant to delegate. Briefly explain at least four (4) of them.

(8 marks)

Q5 Ethics is defined as the method designed for a code of conduct. Ethics is a branch of philosophy that addresses the questions of morality through a set of behavioral guidelines.

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

(1 marks)

(b) Briefly explain the three (3) basic purposes of code of ethics.

(6 marks)

(c) State clearly the three (3) basic roles of a supervisor in handling an ethical issues.

(3 marks)

(d) There are some tips in socializing with other members of the organization. List at least five (5) advisable tips.

(5 marks)

(e) 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.

(10 marks)

Q6 Effective communication is all about conveying your messages to other people clearly and unambiguously.

(a) Briefly explain the three (3) basic 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)

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