



UNIVERSITI TUN HUSSEIN ONN MALAYSIA

PEPERIKSAAN AKHIR  
SEMESTER II  
SESI 2009/10

NAMA MATAPELAJARAN : KEMAHIRAN PENYELIAAN

KOD MATA PELAJARAN : DDA 2012

KURSUS : 2DDM / 2DDT / 2DDX

TARIKH PEPERIKSAAN : APRIL/ MEI 2010

JANGKA MASA : DUA (2) JAM

ARAHAN : 1. JAWAB **SEMUA** SOALAN DI  
BAHAGIAN A  
2. JAWAB MANA-MANA **DUA (2)**  
SOALAN DI BAHAGIAN B.

KERTAS SOALAN INI MENGANDUNGI LAPAN (8) MUKA SURAT BERCETAK

**BAHAGIAN A**

**Sila jawab semua soalan di bahagian ini.**

- S1** (a) Takrifkan penyeliaan dalam bidang pengurusan. ( 3 markah )
- (b) Cadangkan **TIGA (3)** nama jawatan untuk golongan penyelia. ( 3 markah )
- (c) Berdasarkan Rajah S1 (Lampiran 1), huraikan tugas-tugas seorang penyelia. ( 15 markah )
- (d) Menjadi seorang penyelia adalah satu tugas yang mencabar. Terangkan **DUA (2)** masalah yang bakal dihadapi apabila anda menjadi seorang penyelia. ( 4 markah )
- S2** (a) Berikan definisi etika dan kod etika. Nyatakan apakah sifat-sifat yang boleh dikategorikan sebagai tidak beretika di tempat kerja. ( 5 markah )
- (b) *“The supervisor’s general attitude toward ethics can greatly affect the ethics of the employees. The supervisor’s failure to take corrective action in certain situations can also affect the ethical behaviour of the employees” – Leslie, W. R. & Lloyd, L. B. (2007) in Supervision: Key Link to Productivity. Page 95.*
- Berdasarkan pernyataan di atas, huraikan **TIGA (3)** perkara utama yang memerlukan perlakuan beretika oleh penyelia sebagai model utama kepada pekerja-pekerjanya. ( 12 markah )
- (c) Takrifkan politik organisasi. Sebagai seorang penyelia, terangkan **TIGA (3)** kaedah untuk melakukan politik organisasi yang beretika dengan pihak pengurusan atasan anda. ( 8 markah )

**BAHAGIAN B**

**Sila jawab mana – mana dua (2) soalan di bahagian ini.**

- S3**      *“Some conflict is inevitable in organizations. Supervisors are routinely faced with conflict situations and must learn how to deal with them. Too many supervisors view conflict as something that should be avoided at all costs. But conflict can have positive as well as negative results. Effective supervisors learn to curb the negative results of conflict and to guide conflict toward positive results. Because stress often accompanies conflict and because of the increasingly complex environment in which supervisors work, stress is something that supervisors must learn to manage” – Leslie, W. R. & Lloyd, L. B. (2007) in Supervision: Key Link to Productivity. Page 259.*
- (a) Senaraikan **DUA (2)** aspek positif dan **DUA (2)** aspek negatif daripada konflik.  
( 4 markah )
  - (b) Bincangkan **DUA (2)** jenis konflik dalam organisasi.  
( 10 markah )
  - (c) Kenal pasti **LIMA (5)** strategi untuk menangani konflik interpersonal.  
( 5 markah )
  - (d) Huraikan **TIGA (3)** punca-punca tekanan yang berkaitan kerja.  
( 6 markah )
- S4**
- (a) Apakah perbezaan diantara merancang, perancangan, polisi dan matlamat?  
( 4 markah )
  - (b) Rancangan penyelia adalah berasal daripada rancangan oleh pihak pengurusan atasan. Bincangkan **TIGA (3)** tugas utama seorang penyelia dalam keseluruhan sistem perancangan di dalam sesebuah organisasi.  
( 9 markah )
  - (c) Huraikan aplikasi bagi carta Gantt dan carta PERT dalam proses perancangan. Kenalpasti hubungan diantara carta-carta ini.  
( 6 markah )
  - (d) Elemen keselamatan merupakan satu perkara yang sangat penting dan perlu dirancang dalam sesebuah organisasi. Sebagai seorang penyelia, bincangkan tanggungjawab seorang penyelia berkaitan keselamatan di tempat kerja.  
( 6 markah )

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**S5** *“Supervisors, by the nature of their jobs, work with people. Not all employees can be supervised in the same manner. The supervisor may have some employees who are easy to supervise and some who are difficult to supervise. Some employees are well adjusted and other employees have personal problems that affect their work. As result of such situations, supervisors are required from time to time to counsel employess” – Leslie, W. R. & Lloyd, L. B. (2007) in Supervision: Key Link to Productivity. Page 225.*

- (a) Bincangkan bila dan mengapa perlunya kaunseling kepada pekerja.  
( 8 markah )
- (b) Terangkan teknik-teknik yang betul untuk memberi kaunseling kepada pekerja dan bezakan diantara kaunseling secara terus dengan kaunseling secara tak terus.  
( 8 markah )
- (c) Cadangkan **LIMA (5)** langkah-langkah dalam temuduga kaunseling.  
( 5 markah )
- (d) Berikan **EMPAT (4)** contoh-contoh bagaimana pekerja yang bermasalah memberi kesan kepada organisasi.  
( 4 markah )

**S6** Sejak hari pertama Iqram menerima perantukan sebagai penyelia, beliau telah dipertanggungjawabkan dengan tugas yang memerlukan nya membuat keputusan yang agak mencabar. Beliau mula merasakan tekanan atas tanggungjawabnya sebagai seorang penyelia.

- (a) Bezakan di antara keputusan yang dirancang dengan keputusan yang tidak dirancang.  
( 4 markah )
- (b) Sekiranya anda diminta untuk membantu Iqram, apakah langkah- langkah yang perlu dibuat untuk membuat keputusan yang baik.  
( 6 markah )
- (c) Rumuskan halangan yang perlu dielakkan oleh Iqram semasa membuat keputusan.  
( 5 markah )
- (d) Iqram bercadang untuk mengadakan suatu mesyuarat bagi membantu beliau untuk membuat keputusan. Senaraikan **LIMA (5)** kebaikan dan **LIMA (5)** kelemahan membuat keputusan secara berkumpulan.  
( 10 markah )

**TERJEMAHAN**

**PART A**

**Answer all questions in this section.**

- S1** (a) Define supervision in management field. ( 3 marks )
- (b) Give **THREE (3)** job titles of supervisor. ( 3 marks )
- (c) Based on Figure S1 (Appendix 1), explain supervisor's tasks. ( 15 marks )
- (d) Becoming a supervisor is a challenging opportunity. Explain **TWO (2)** problems that you may encounter when you become a supervisor. ( 4 marks )
- S2** (a) Give definition of ethics and code of ethics. State what behaviors that are considered unethical in workplace. ( 5 marks )
- (b) *"The supervisor's general attitude toward ethics can greatly affect the ethics of the employees. The supervisor's failure to take corrective action in certain situations can also affect the ethical behaviour of the employees"* – Leslie, W. R. & Lloyd, L. B. (2007) in *Supervision: Key Link to Productivity*. Page 95.
- Based on the statement above, describe **THREE (3)** major areas that require ethical conduct by supervisor as a role model to the employees. ( 12 marks )
- (c) Define organization politics. As a supervisor, explain **THREE (3)** methods of making an ethical organization politics with your top management. ( 8 marks )

**PART B**

**Answer only two (2) questions in this section.**

- S3**      *“Some conflict is inevitable in organizations. Supervisors are routinely faced with conflict situations and must learn how to deal with them. Too many supervisors view conflict as something that should be avoided at all costs. But conflict can have positive as well as negative results. Effective supervisors learn to curb the negative results of conflict and to guide conflict toward positive results. Because stress often accompanies conflict and because of the increasingly complex environment in which supervisors work, stress is something that supervisors must learn to manage” – Leslie, W. R. & Lloyd, L. B. (2007) in Supervision: Key Link to Productivity. Page 259.*
- (a) List down **TWO (2)** positive aspects and **TWO (2)** negative aspects of conflict. ( 4 marks )
- (b) Discuss **TWO (2)** types of conflict in organization. ( 10 marks )
- (c) Identify **FIVE (5)** strategies for dealing with interpersonal conflicts. ( 5 marks )
- (d) Describe **THREE (3)** sources of job related stress. ( 6 marks )
- S4**      (a) What is the difference between plans, planning, policies and goals? ( 4 marks )
- (b) Supervisory plans are derived from the plans of higher management levels. Discuss **THREE (3)** supervisor’s role in the overall planning system in the organization. ( 9 marks )
- (c) Describe the applications of the Gantt chart and PERT chart in the planning process. Identify the relation between these charts. ( 6 marks )
- (d) Safety element is an important and should be planned in an organization. As a supervisor, discuss the supervisor’s responsibility for safety in workplace. ( 6 marks )

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**S5** *“Supervisors, by the nature of their jobs, work with people. Not all employees can be supervised in the same manner. The supervisor may have some employees who are easy to supervise and some who are difficult to supervise. Some employees are well adjusted and other employees have personal problems that affect their work. As result of such situations, supervisors are required from time to time to counsel employess” – Leslie, W. R. & Lloyd, L. B. (2007) in Supervision: Key Link to Productivity. Page 225.*

- (a) Discuss when and why counseling is needed. ( 8 marks )
- (b) Explain the correct techniques to counsel employee and differentiate between directive and non-directive counseling. ( 8 marks )
- (c) Suggest **FIVE (5)** steps in the counseling interview. ( 5 marks )
- (iv) Give **FOUR (4)** examples how troubled employee affects the organization. ( 4 marks )

**S6** Since the first day that Iqram accepted the supervisor’s job, he has been concerned about many tough decisions he had to make. He started to feel the pressure on his responsibilities as a supervisor.

- (a) Differentiate between programmed and non-programmed decisions. ( 4 marks )
- (b) If you are requested to help Iqram, state the steps taken in order to make good decisions. ( 6 marks )
- (c) Conclude the traps that Iqram had to avoid when making decisions. ( 5 marks )
- (d) Iqram planned to call for a meeting to help him in making a decision. List down **FIVE (5)** advantages and **FIVE (5)** disadvantages of group’s decision making. ( 10 marks )

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PELAJARAN	: PENYELIAAN	PELAJARAN	



**RAJAH S1**