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UNIVERSITI TUN HUSSEIN ONN MALAYSIA

**FINAL EXAMINATION
SEMESTER I
SESSION 2012/2013**

COURSE NAME : SUPERVISORY SKILLS
COURSE CODE : DAE 30202
PROGRAMME : 2 DAE/DAL
EXAMINATION DATE : OCTOBER 2012
DURATION : 2 ½ HOURS
INSTRUCTION : ANSWER **FOUR (4)** QUESTIONS
ONLY

THIS QUESTION PAPER CONSISTS OF FOUR (4) PAGES

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Q1 Leadership style is crucial to success. In fact, leaders must respond to the rapidly changing world and meet the challenges it demands. There are different types of leaders. Understanding different leadership styles and their impact will help you become a more effective leader.

Discuss this situation by answering the following questions.

- (a) The definition of formal power and personal power of a leader. (2 marks)
- (b) Briefly describe the types of formal power of a leader. (8 marks)
- (c) Briefly describe the three (3) basic styles of leadership. (9 marks)
- (d) State at least six (6) characteristics of an effective leader. (6 marks)

Q2 Ethics plays important roles in the organization. Poor quality ethics are described here as "damaging organizational performance". Good ethics, however, can have positive effects on organizations and their results. Productivity increases, group dynamics and communication increase and risk in the organization, decreases. Based upon these situations:

- (a) Define the code of ethics in the workplace. (4 marks)
- (b) Briefly describe the supervisor's responsibilities in ethics. (9 marks)
- (c) Briefly discuss on how to deal with dishonest employees. (6 marks)
- (d) There are some tips in socializing with other members of the organization. List at least three (3) advisable tips.

(6 marks)

Q3 Delegation is a wonderful leadership tool. It can be used and have a positive effect on the leaders productivity and, through careful use, increase workplace labor productivity. Thus, if you want something done right then you must delegate according to what each person can handle .

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

(1 mark)

(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. Briefly explain at least four (4) of them.

(8 marks)

Q4 The heart of the management by objective (MBO) approach consisted 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.

(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) It seems that remarkably early in our lives we become familiar with organizational structures. 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 marks)
- (ii) Briefly describe the three (3) types of organizational structures. (9 marks)

Q5 Problem solving involves making a series of decisions : deciding that something is wrong, deciding what the problem is, and deciding how to solve it. Based on this situation:

- i) State clearly the difference between decision making and problem solving. (2 marks)
- ii) List down at least four (4) techniques in making group decisions. (4 marks)
- iii) Briefly explain the eight (8) steps in decision making process. (14 marks)
- iv) State clearly at least five (5) practical traps to avoid when making decision. (5 marks)

Q6 Being a successful manager, supervisor or leader necessitates effective communication skills. Effective communication is all about conveying your messages to other people clearly and unambiguously. It is also about receiving information that others are sending to you, with as little distortion as possible. By considering these facts :

- (a) Briefly explain the importance of communication skill for supervisors. (8 marks)
- (b) There are specifically three types of interpersonal communication.
 - (i) Describe in detail the three (3) types of interpersonal communication skills. (12 marks)
 - (ii) List down at least five (5) causes of failure in communication process. (5 marks)