



UNIVERSITI TUN HUSSEIN ONN MALAYSIA

PEPERIKSAAN AKHIR SEMESTER II SESI 2008/2009

NAMA MATA PELAJARAN	:	KEMAHIRAN PENYELIAAN
KOD MATA PELAJARAN	:	DEE 3112
KURSUS	:	DEE, DEX, DET
TARIKH PEPERIKSAAN	:	APRIL / MEI 2009
JANGKA MASA	:	2 1/2 JAM
ARAHAN	:	JAWAB EMPAT (4) SOALAN SAHAJA DARIPADA ENAM (6) SOALAN

KERTAS SOALAN INI MENGANDUNGI LIMA (6) MUKA SURAT

Q1 Communication involves the transfer of meaning. However, for communication to be successful, the meaning must not only be imparted, but also understood. Therefore, communication is the *transference* and *understanding* of meaning. Perfect communication, if such a thing were possible, would exist when a transmitted thought or idea was perceived by the receiver exactly the same as it was envisioned by the sender.

Many of us define good communication as having someone to accept our views. Can someone understand what you clearly mean and at the same time not agree with you? In fact, when a supervisor concludes that a lack of communication must exist because a conflict between two of her employees has continued on for a prolonged time, a closer examination often reveals that there is plenty of effective communication going on. Each fully understands the other's pos.

Indeed, regardless of the size of business you are in whether a large corporation, a small company or even a home-based business, effective communication skills are essential for success.

(a) Briefly explain four functions of communication skill for supervisor.

(9 marks)

(b) There are three types of interpersonal communication.

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

(6 marks)

(ii) Discuss 3 ways on how to improve each of the interpersonal communication skills mentioned in Q1(b) (i).

(10 marks)

Q2 We all make decisions of varying importance every day, so the idea that decision making can be a rather sophisticated art may at first seem strange. However, studies have shown that most people are much poorer at decision making than they think. An understanding of what

decision making involves, together with a few effective techniques, will help produce better decisions. In other words, if you want to lead effectively, you need to be able to make good decisions. If you can learn to do this in a timely and well-considered way, then you can lead your team to spectacular and well-deserved success. However, if you dither or make poor decisions, your team risks failure and your time as a leader will probably be brutally short.

i) State clearly the definition of decision making and list down the two types of decisions.

(4 marks)

ii) Briefly explain the eight steps in decision making process.

(16 marks)

iii) List down five practical traps to avoid when making a decision.

(5 marks)

Q3 Good leaders are made not born. If you have the desire and willpower, you can become an effective leader. Good leaders develop through a never ending process of self-study, education, training, and experience .Leadership is in fact, an interactive conversation that pulls people toward becoming comfortable with the language of personal responsibility and commitment. Everyone can learn to lead by discovering the power that lies within each one of us to make a difference and being prepared when the call to lead comes. 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 a formal power and a personal power of a leader and describe the types of formal power of a leader.

(10 marks)

(b) Describe the three basic styles of leadership.

(9 marks)

(c) List down six characteristics of effective leader.

(6 marks)

Q4 You have decided that you must delegate a task that you have been handling yourself. Now you have to decide who gets the assignment. You are not on a tight deadline for this task, but it is important that it is done right.

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

(5 marks)

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

(10 marks)

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

(6 marks)

(d) List down at least four tasks that can't be delegated.

(4 marks)

Q5 Management by objectives (MBO) is a systematic and organized approach that allows management to focus on achievable goals and to attain the best possible results from available resources. It aims to increase organizational performance by aligning goals and subordinate objectives throughout the organization.

(a) Discuss in detail several factors that effectively contributed to the successfulness of MBO system .

(9 marks)

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

(5 marks)

(c) It seems that remarkably early in our lives we become familiar with organizational structures. The classic management hierarchy appears on an organization chart early in our career, but even by then we've already come across the notion in plenty of places. 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 types of organizational structures.

(9 marks)

Q6 Ethics are standards or principles of conduct that govern the behavior of an individual or group. Generally concerned with moral duties or with questions relating to what is right or wrong. Based upon this situation;

i) Define the code of ethics in the workplace.

(4 marks)

ii) Briefly describe the supervisor's responsibilities in ethics.

(9 marks)

iii) Briefly discuss the roles of a supervisor in ethics.

(6 marks)

iv) There are some tips in socializing with other members of the organization. List at least three advisable tips.

(6 marks)