



UNIVERSITI TUN HUSSEIN ONN MALAYSIA

**FINAL EXAMINATION
SEMESTER I
SESSION 2009/2010**

SUBJECT NAME : SUPERVISORY SKILLS
SUBJECT CODE : DEE 3112
COURSE : 3 DEE/DEX/DET
EXAMINATION DATE : NOVEMBER , 2009
DURATION : 2 1/2 HOURS
INSTRUCTION : ANSWER ONLY FOUR (4)
OUT OF SIX (6) QUESTIONS

THIS PAPER CONTAINS OF 4 PAGES

Q1 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. Doing this involves effort from both the sender of the message and the receiver. And it is a process that can be fraught with error, with messages muddled by the sender, or misinterpreted by the recipient. When this isn't detected, it can cause tremendous confusion, wasted effort and missed opportunity. 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 5 causes of failure in communication process

(10 marks)

Q2 According to statistician George Chacko, decision making is the "commitment of resources today for results tomorrow." As such, decisions are usually made in a situation of some uncertainty, because we can never be completely sure what tomorrow will bring. In fact, 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. Based on this situation:

i) State clearly the definition of decision making and list down the four (4) techniques in making group decisions.

(6 marks)

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

(14 marks)

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

(5 marks)

Q3 The old-fashion view of leadership is that leaders are marked out for leadership from early on in their lives, and that if you're not a born leader, there's little that you can do to become one. That's not the way we see it now. The modern view is that through patience, persistence and hard work, you can be a truly effective leader, just as long as you make the effort needed. 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) The definition of formal power and personal power of a leader. Then, briefly describe the types of formal power of a leader. (10 marks)

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

(c) What makes an effective leader?. List down at least six (6) characteristics of an effective leader. (6 marks)

Q4 Delegation is an important part of an effective manager. If you want something done right then you must delegate according to what each person can handle .You have decided that you must delegate a task that you have been handling yourself, 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 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 For many people working in modern business environments, it's hard to remember a time when non-managerial employees weren't involved with, and interested in, corporate strategy and goals. We are regularly reminded about the corporate mission statement, we have strategy meetings where the "big picture" is revealed to us, and we are invited to participate in some decisions. And we are aware of how our day-to-day activities contribute to these corporate goals. This type of managing hasn't been around forever. It is an approach called Management by Objectives, a system that seeks to align employees' goals with the goals of the organization. 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 several 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) 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 (3) types of organizational structures.

(9 marks)

Q6 A few years ago, sociologist Raymond Baumhart asked business people, "What does ethics mean to you?" Among their replies were the following:

"Ethics has to do with what my feelings tell me is right or wrong."

"Ethics has to do with my religious beliefs."

"Being ethical is doing what the law requires."

"Ethics consists of the standards of behavior our society accepts."

"I don't know what the word means."

These replies might be typical of our own. The meaning of "ethics" is hard to pin down, and the views many people have about ethics are shaky. Based upon these situations:

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 (3) advisable tips.

(6 marks)