

UNIVERSITI TUN HUSSEIN ONN MALAYSIA

FINAL EXAMINATION SEMESTER I SESSION 2010/2011

COURSE NAME : SUPERVISORY SKILLS
COURSE CODE : DEE 3112
PROGRAMME : 3 DEE/DET/DEX
EXAMINATION DATE : NOVEMBER/DECEMBER 2010
DURATION : 2 1/2 HOURS
INSTRUCTIONS : ANSWER **FOUR (4)**
QUESTIONS ONLY

THIS QUESTION PAPER CONSISTS OF FIVE (5) PAGES

Q1 In daily life, some of us do find difficulty communicating to our superiors and subordinates who obviously speak the same language and share the same culture like we do. Nevertheless, effective communication does take place within peer group and between close friends, where mutual understanding and willingness to listen form a vital part of the communication process. By considering these facts :

(a) Briefly explain the four (4) important functions of communication skill for supervisors.

(8 marks)

(b) There are specifically three types of interpersonal communication.

(i) State clearly the three (3) types of interpersonal communication skills.

(3 marks)

(ii) Briefly explain on how to improve the interpersonal communication skills stated in (i).

(9 marks)

(ii) List down at least 5 causes of failure in communication process. (5 marks)

Q2 Decision making is the study of identifying and choosing alternatives based on the values and preferences of the decision maker. Making a decision implies that there are alternative choices to be considered, and in such a case we want not only to identify as many of these alternatives as possible but to choose the one that best fits with our goals, objectives, desires, values, and so on.(Harris (1980)) Based on this situation:

a) Describe at least three (3) techniques in making group decisions.

(6 marks)

b) Briefly explain the eight (8) steps in decision making process.

(8 marks)

c) State clearly at least five (5) practical traps to avoid when making decision.

(5 marks)

d) Briefly state the strengths and the weaknesses of making group decisions.

(6 marks)

Q3 "When I delegate projects to my team, I don't always get the results I want." "Isn't it easier to just do it myself?"

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

- (a) Discuss this situation by relating your answer to:
- (i) The definition of delegation of authority. (2 marks)
 - (ii) The description of five (5) factors that must be considered when making work assignments. (10 marks)
- (b) List down at least five (5) tips for effective delegation. (5 marks)
- (c) However, there are some reasons why supervisors are reluctant to delegate. Briefly explain at least four (4) of them. (8 marks)

Q4 Leadership is an interactive conversation that pulls people toward becoming comfortable with the language of personal responsibility and commitment. A leader is a person who has strong principles, courage and dedication to a clear vision. This person is often a well-principled individual who is focused on a common goal and eliminates excess fear and doubt.

Discuss this situation by answering the following questions.

- (a) Understanding different leadership styles and their impact will help you become a more effective leader. Briefly describe the three (3) basic styles of leadership (12 marks)
- (b) Briefly explain at least four (4) characteristics of an effective leader. (8 marks)
- (c) List down at least five (5) criteria that an individual should possess in order to build up his or her self-esteem. (5 marks)

Q5 The concept of ‘Management by Objectives’ (MBO) was first given by *Peter Drucker* in 1954. It can be defined as a process whereby the employees and the superiors come together to identify common goals. The employees set their goals to be achieved, the standards to be taken as the criteria for measurement of their performance and contribution and deciding the course of action to be followed.

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

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

(9 marks)

(c) An organizational chart is a diagram that shows the structure of an organization and the relationships and relative ranks of its parts and positions/jobs. The term is also used for similar diagrams, for example ones showing the different elements of a field of knowledge or a group of languages. Discuss this situation by explaining in details the following questions:

(i) State clearly the four (4) types of organizational structures.

(4 marks)

(ii) Identify the type of organizational structure shown in figure Q5(c) and briefly explain its criteria.

(6 marks)

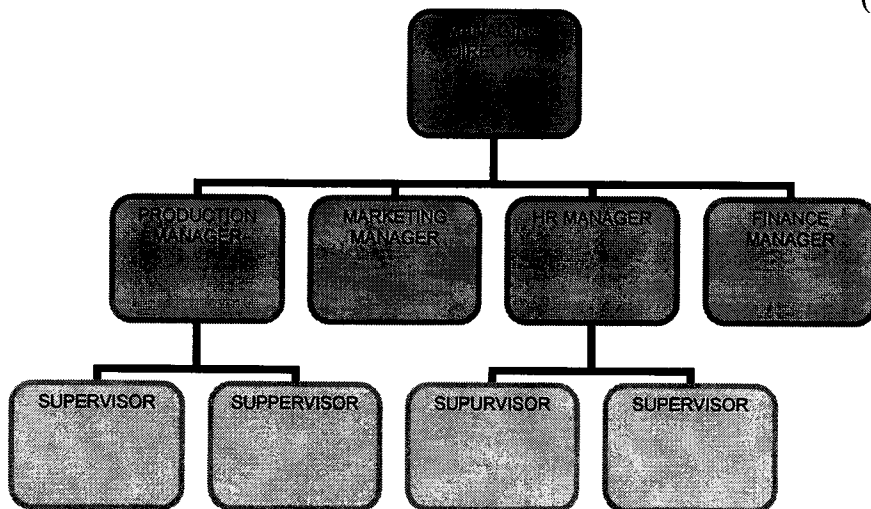


Figure Q5(c)

Q6 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 workplace being the source of bread and butter for many, also satisfies the self-actualization needs. 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 generally the code of ethics in the workplace.

(4 marks)

(b) Briefly discuss the three (3) basic roles of a supervisor in handling an ethical issues.

(6 marks)

(c) Consider the following social issue.

A company intended to dispose of a slightly hazardous waste by dumping it into a lake. However, a nearby town takes its drinking water supply from this lake. Research shows that with the amount of waste the company plan to put into the lake the average concentration of the waste in the lake will be 5 parts per million (ppm). The EPA limits for this material has been set at 10 ppm. At the 5 ppm level the company expect no health problems occurred and consumers would not be able to detect the compound in their drinking water. Based on the above mentioned problem statement, give your opinions in handling this issue whether to regardlessly supplying the water or immediately stop the action.

(10 marks)

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

(5 marks)