



UNIVERSITI KUALA LUMPUR
KAMPUS CAWANGAN MALAYSIAN SPANISH INSTITUTE

FINAL EXAMINATION
OCTOBER 2025 SEMESTER

COURSE CODE : SIB35103 (V2)
COURSE TITLE : AUTOMOTIVE SHOP MANAGEMENT AND SUPERVISION
PROGRAMME NAME : BACHELOR OF BUSINESS TECHNOLOGY (HONOURS) IN
AUTOMOTIVE MANAGEMENT
DATE : 23 JANUARY 2026
TIME : 9:00AM - 11:30AM
DURATION : 2 HOURS 30 MINUTES

INSTRUCTIONS TO CANDIDATES

1. Please read the instructions given in the question paper CAREFULLY.
2. This question paper is printed on both sides of the paper.
3. This question paper consist of TWO sections.
4. Answer ALL questions for Section A.
5. Section B consist of four questions. Answer THREE (3) questions only.
6. Please write your answer on the answer booklet provided.
7. Please answer all questions in English only.
8. Please answer MCQ/EMQ questions using OMR sheet. *Tick if applicable*
9. Refer to the attached Formula/ Appendies. *Tick if applicable*

THERE ARE 7 PAGES OF QUESTIONS INCLUDING THIS PAGE

SECTION A (Total: 40 marks)

Answer ALL questions.

Please use the answer booklet provided.

Question 1

Effective management and understanding people stand as a pillar in achieving organizational success.

- (a) Explain how informal organization could complicate the supervisor's work.
(2 marks)

- (b) What aspects of organization do you comprehend?
(2 marks)

- (c) When is the success of the organization most likely to occur?
(2 marks)

- (d) How would you characterize the span-of-management principle?
(2 marks)

- (e) What are the factors influencing the span of management?
(4 marks)

- (f) Why are there group leaders in informal organizations that can improve the effectiveness of the supervisor's job?
(4 marks)

- (g) How is an organization in this era trying to be competitive regarding access to manpower and the aims of this action?
(4 marks)

Question 2

Leaders must understand how different organizational activities are interconnected to implement change successfully.

- (a) Determine about general supervision in approaches to supervisory leadership
(2 marks)
- (b) If a new organizational structure is needed to increase productivity and efficiency, recommend a suitable one.
(2 marks)
- (c) State the relationship between lean manufacturing with organizational downsizing.
(2 marks)
- (d) Give an explanation about the Bureaucratic Style of supervision.
(3 marks)
- (e) How may an informal organization be influenced by a supervisor? Explain your response.
(5 marks)
- (f) Can you explain some steps a supervisor should take when making work assignments?
(6 marks)

SECTION B (Total: 60 marks)

Answer **THREE (3)** questions only.

Please use the answer booklet provided.

Question 1

Leadership has to do with how people are and can be developed. You don't teach people a different way of being, you create conditions so they can discover where their natural leadership comes from.

- (a) Can you describe the advantages of the supervisor's delegation?
(2 marks)

- (b) Explain the characteristics of successful followers in your own terms.
(4 marks)

- (c) When should supervisors decide if groups should be included in the decision-making process?
(4 marks)

- (d) Illustrate in form of diagram leadership style continuum framework that consist of approaches to supervisory leadership.
(10 marks)

Question 2

A business environment is all the components that affect a business. These include both internal factors, like employees and resources, and external factors, like customers and markets. Each of these contributes to a company's working environment and can influence how the business functions.

- (a) According to Warren Bennis, analyze what employees require from their leader?
(4 marks)

- (b) Discuss four benefits to the employees who participate in management or general supervision styles may experience.
(4 marks)

- (c) Compare supervisory leadership style based on Theory X and Theory Y.
(6 marks)

- (d) How important is it to have trust in a corporate environment? Discuss about trust from the standpoint of Stephen R. Covey.
(6 marks)

Question 3

The supervisor is term designated to managerial position that is responsible for a major function in the organization. Good supervision affects organizational results and the overall work environment.

- (a) Could you explain what a "ideal" organizational structure looks like?
(2 marks)
- (b) Describe the four requirements that a facilitator must achieve in order to planning and leading a meeting effectively.
(4 marks)
- (c) Compare between job descriptions and job specifications with examples.
(6 marks)
- (d) Dino works in a complex factory environment. As the supervisor of the factory, he takes satisfaction in knowing how to operate every machine in the building with particular expertise. However, he is wearing himself thin by trying to do too many tasks by himself. He knows that he should be delegating many of the things that he currently does himself to his subordinates, yet he is reluctant to do so. Explain why Dino may be reluctant.
(8 marks)

Question 4

Decision-making is a central aspect of leadership and is closely tied to strategic thinking. Therefore, every leader or manager should have *decision making* skills.

- (a) Indicate when it is in the supervisor's best interest to make decisions based on intuition. (2 marks)
- (b) Identify the process that supervisors are able to develop and enhance their decision-making skills. (3 marks)
- (c) Could you list the three characteristics that the majority of effective supervisory leaders have in common? (3 marks)
- (d) "*Leadership can be developed...!ff*"
However, Peter Senge objects to the notion of teaching leadership. Point out why he object this taught. (6 marks)
- (e) Outline the autocratic supervision style and its impact to the employees. (6 marks)

END OF EXAMINATION PAPER

