

**DIRECTORATE OF MERCHANT SHIPPING  
GOVERNMENT OF SRI LANKA  
CERTIFICATE OF COMPETENCY EXAMINATION**

GRADE : CHIEF MATE ON SHIPS OF 500 GT OR MORE (UNLIMITED)

SUBJECT : Leadership and team working skills

DATE : 07<sup>th</sup> April 2017

Time : 1300 to 1600 hrs

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Time allowed **THREE** hours

Total marks : 160

**ANSWER ALL QUESTIONS**

Pass marks : 50%

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Formulae and all intermediate steps taken in reaching your answer should be clearly shown. You may draw sketches wherever required. Electronic devices capable of storing and retrieving are **NOT** allowed.

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- 1) (a) Briefly explain the difference between Autocratic, Democratic, and Laissez Faire leadership styles and identify the most suitable leadership style/styles for a ship captain. (10 marks)
- (b) “Power of a leader is the ability to influence the behavior of followers” Discuss this statement. (10 marks)
- 2) (a) What are the 5 main stages of a training life cycle? (10 marks)
- (b) Briefly explain 3 methods of training and development used for seafarers. (10 marks)
- 3) “Expectancy theory is a process theory on motivation” Discuss this statement. (20 marks)
- 4) Explain the use of equity theory to motivate seafarers. (20 marks)
- 5) Briefly explain 3 barriers for communication, with particular emphasis on seafarers. (20 marks)
- 6) Do a SWOT analysis for your own current position and make recommendations for improvements. (20 marks)

- 7) “Safety culture is a key component onboard a ship.” Do you agree? Elaborate your views emphasizing on some key characteristics of a safety culture. (20 marks)
- 8) (a) What are the main components of a decision? (10 marks)
- (b) Briefly explain the 3 main decision making conditions. (10 marks)