higher education & training

Department:
Higher Education and Training
REPUBLIC OF SOUTH AFRICA

NATIONAL CERTIFICATE

SUPERVISORY MANAGEMENT N6

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DEPARTMENT OF HIGHER EDUCATION AND TRAINING
REPUBLIC OF SOUTH AFRICA

NATIONAL CERTIFICATE
SUPERVISORY MANAGEMENT N6
TIME: 3 HOURS
MARKS: 100

INSTRUCTIONS AND INFORMATION

1. Answer all the questions.
2. Read all the questions carefully.
3. Number the answers according to the numbering system used in this question paper.
4. Use only a black or blue pen.
5. Write neatly and legibly.

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QUESTION 1: LEADERSHIP MODELS AND ASSERTIVENESS

1.1 The supervisor may assign a portion of his total workload to the employee and use the Delegating Leadership Style. He has, however, need to have total confidence in the employee.



Explain FIVE principles that a supervisor can use to ensure success with the delegation process. (5 × 2) (10)

1.2 An assertive person must have good attentive and interactive listening skills.

Briefly discuss FIVE pitfalls which may hinder effective listening. (5)
[15]

QUESTION 2: LABOUR RELATIONS

2.1 Various options are given as possible answers to the following questions. Choose the answer and write only the letter (A–D) next to the question number (2.1–2.10) in the ANSWER BOOK.

2.1.1 The purpose of the Labour Relations Act (No. 66 of1995) is to …

A arbitrate if a dispute in the workplace remains unresolved.
B decentralise authority.
C regulate the organisational rights of trade unions.
D during a strike, prevent damage to property and injury to people.

2.1.2 This is an example of unfair labour practice:



A When the employer dismisses the employee for misconduct but fails to prove the reason for the dismissal
B When an employer suspends an employee for refusal to carry out legitimate instructions
C When the employer excludes employees from the workplace during a lockout, resulting from industrial unrest
D When an employer gives an employee a verbal warning for late coming

2.1.3 This is NOT one of the functions of workplace forums:

A Information sharing
B Consultation
C Arbitration
D Joint decision making



2.1.4 One of the goals of trade unions is …

A to satisfy employees' curiosity about how well they are doing.
B to conduct performance appraisals for members.
C to monitor absenteeism in the workplace.
D to improve working conditions for members.

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2.1.5 Mediation …

A is used to give the employees a say in management decisions.
B is a dispute settlement process.
C benefits employees by raising productivity.
D is used to advise management about job grading.

2.1.6 Joining a trade union to fulfil social needs means …

A joining to improve wages and working conditions.
B joining for comradeship and community acceptance.
C joining to feel protected.
D joining to gain access to opportunities for self-development.

2.1.7 Arbitrators generally …

A need to have knowledge of the law and skills in legal practice.
B need to belong to a trade union.
C need to promote training and education schemes in the workplace.
D need to have regular meetings with employees.

2.1.8 A strike may be defined as …

A the exclusion by management of employees from the workplace.
B work stoppage initiated by management during a labour dispute.
C a course of action taken by management to encourage workers to return to work.
D a temporary, collective withholding of labour, initiated by workers.

2.1.9 Regarding the arbitration process the …

A neutral third party has no decision-making powers.
B responsibility for final agreement rests with the conflicting parties.
C neutral third party acts as a problem-solving facilitator.
D neutral third party has the right to make a binding decision.

2.1.10 One of the advantages of being a shop steward is …

A earning a higher salary than other workers.
B receiving favourable treatment from the employer.
C having the opportunity to develop leadership qualities.
D being able to make decisions on behalf of the workforce.

(10 × 1) (10)

2.2 A trade union acts on behalf of their members, beyond the limits of the company or organisation.

Discuss the role of trade unions in South Africa. (5)
[15]

QUESTION 3: PERSONNEL CARE

3.1 The success of a company depends a lot on employee well-being.

Discuss employee counselling as one of the ways that a supervisor may assist his subordinates in maintaining good emotional and mental health. (5)

3.2 Mentoring is a process of using specially selected and trained individuals to provide guidance and advice to their protégés.

Mention FIVE aims of a mentoring programme. (5)
[10]

QUESTION 4: GROUP DYNAMICS AND CONFLICT

4.1 Choose the correct term from those in brackets and write it next to the question number (4.1.1–4.1.5) in the ANSWER BOOK.

4.1.1 Groups assignment by management to work together towards an organisational goal is an example of a (formal/ informal) group.

4.1.2 One of the advantages of group decision making is (creativity/ speed).

4.1.3 Individual employees often enjoy being part of a team because it satisfies their need for (security/compensation).

4.1.4 Informal groups in the workplace form because its members (all have a positive attitude/all share common interests).

4.1.5 (Interest groups/social groups) are usually informal and this group is made up of people who band together to attain a specific goal.

(5 × 1) (5)

4.2 Conflict refers to some form of friction, disagreement or discord between people because they have a difference of opinion about a specific issue.

Discuss the structure of an organisation as a source of conflict. (5)
[10]

QUESTION 5: PROBLEM SOLVING AND DECISION MAKING

5.1 Choose the correct term from those in brackets and write it next to the question number (5.1.1–5.1.5) in the ANSWER BOOK.

5.1.1 Implementing the emergency evacuation procedure is an example of a (routine/non-routine).

5.1.2 In the decision-making steps, (identifying the problem/evaluating and controlling) has to happen last.

5.1.3 One of the rules for brainstorming is aiming for (quality/quantity).

5.1.4 (Programmed/non-programmed) decisions are those decisions made by managers about problems that have not been encountered before.

5.1.5 (High/Low) risk decisions are when mangers are unable to predict accurately the outcome of a decision.

(5 × 1) (5)

5.2 Explain why brainstorming is an effective method that a manager may use for problem-solving, in the workplace. (5)

[10]

QUESTION 6: PERFORMANCE APPRAISAL

6.1 Choose a term from COLUMN B that matches a description in COLUMN A. Write only the letter (A–J) next to the question number (6.1.1–6.1.10) in the ANSWER BOOK.

COLUMN A		COLUMN B	
6.1.1	Give help on methods, techniques and details of the job	A	job evaluation
6.1.2	The result of a job pricing decision	B	appraisal interview
6.1.3	A systematic method for appraising the worth of a particular job	C	MBO
6.1.4	Some raters are reluctant to rate people at the outer end of the scale	D	purpose of appraisal
6.1.5	Be sure to give adequate credit for what has been accomplished	E	halo effect
6.1.6	A planning and control technique in which a supervisor and his subordinates agree on goals to be attained	F	compensation
6.1.7	A generalisation whereby one aspect of performance is allowed to overshadow everything else	G	interpersonal relations-biasness
6.1.8	Allows an organisation to tie rewards to performance	H	job pricing
6.1.9	Prejudices regarding sex, colour, race or religion	I	central tendency
6.1.10	Based upon the job's evaluation	J	coaching

(10 × 1) (10)

6.2 Describe FIVE key features of management by objectives. (5)

[15]

QUESTION 7: ACCIDENTS AND RISK CONTROL

7.1 Indicate whether the following statements are TRUE or FALSE by writing only 'True' or 'False' next to the question number (7.1.1–7.1.5) in the ANSWER BOOK.

7.1.1 The government plays no part in the responsibility of loss control in industry.

7.1.2 Accident reporting is vital to identification of hazards, in the workplace.

7.1.3 A Class B hazard is a condition or practice likely to cause permanent disability or loss of life.

7.1.4 Unsafe conditions cause far more accidents in the workplace than unsafe acts do.

7.1.5 All accidents are incidents, but not all incidents are accidents.

(5 × 1) (5)

7.2 Very often in the workplace, workers do not report accidents.

Discuss 'fear of discipline' as a reason for failure to report accidents. (5)

[10]

QUESTION 8: OCCUPATIONAL HEALTH AND SAFETY

8.1 Name the THREE elements of fire. (3)

8.2 There are FOUR classes of fire.

Discuss CLASS 'C' fires. Include an example and explain how this kind of fire is extinguished. (3)

8.3 Mention FOUR factors that must be considered to obtain maximum effectiveness from the use of portable fire extinguishers. (4)

[10]

QUESTION 9: MANAGEMENT INFORMATION SYSTEMS

Explain why it is important for a company to use an effective management information system. **[5]**

TOTAL: 100

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