higher education & training

Department:
Higher Education and Training
REPUBLIC OF SOUTH AFRICA

MARKING GUIDELINE

NATIONAL CERTIFICATE

SUPERVISORY MANAGEMENT N6

21 NOVEMBER 2023

This marking guideline consists of 5 pages.

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QUESTION 1: LEADERSHIP MODELS AND ASSERTIVENESS

1.1
- Ensure that subordinates are fully competent before you delegate tasks.
- Ensure that sufficient authority is delegated so that subordinates are free to choose the methods and solutions to carry out their tasks.
- Ensure that subordinates understand that they will be held accountable.
- Their responsibilities must be clearly defined.
- Be specific about the tasks that are delegated so that employees to whom tasks have been delegated do not overstep their authority.
- Set standards and objectives.
- Involve employees in setting standards and objectives.
- Establish a proper feedback system or communicate reports and meetings to monitor delegated tasks.
- Keep employees continuously updated and included them in decision-making.
- Demand the completion of tasks.
- Provide training to overcome shortcomings. (Any 10 × 1) (10)

1.2
- The person has a relaxed posture. Or not intimidating or threatening.
- The arms are relaxed both sides of the body. Or controlled gestures.
- The person makes eye contact.
- His or her tone of voice is controlled.
- He or she maintains a proper distance and does not intrude in other people's personal space.
- Anger or nervousness does not show his or her face.

(Any 5 signs, but they must be non-verbal signs.) (Any 5 × 1) (5)

[15]

QUESTION 2: LABOUR RELATIONS

2.1
2.1.1 False
2.1.2 True
2.1.3 False
2.1.4 False
2.1.5 True
2.1.6 False
2.1.7 True
2.1.8 True
2.1.9 False
2.1.10 True

(10 × 1) (10)

2.2
- Arbitration is required when a dispute arises in the workplace
- and both parties agree to call in a neutral third party (the arbitrator)
- who, after listening to both sides and studying the evidence,
- makes a decision to settle the matter.
- Because the arbitrator's decision is legally binding, no further negotiation is allowed. (5)

[15]

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QUESTION 3: PERSONNEL CARE

- Participative management✓ – see to it that staff are updated and informed about the activities of the company. That is, include staff in decision-making when possible.✓
- Job redesign and enrichment✓ – to ensure that staff do not get bored by encouraging and supporting their personal growth.✓
- Effective leadership✓ – trained leaders who encourage communication and prioritise motivation. In other words, they encourage employees to give input.✓
- Career development✓ – offer training inside and outside the company to develop staff.✓
- Reward and recognition✓ – both a material and a monetary reward system should be in place to acknowledge work well done.✓
- Safe and healthy working conditions – monitor working conditions so that they are in line with government regulations.
- Grievances and discipline – disciplinary procedures must be enforced fairly because a disregard for rules and regulations results in chaos.
- Conditions of employment – wages or salaries and fringe benefits or incentives must be fair.
- Team building – to create team spirit and a sense of unity. Team events are a time when staff can get to know each other.

(1 mark for a heading, 1 mark for explanation) (Any 5 × 2) **[10]**

QUESTION 4: GROUP DYNAMICS AND CONFLICT

4.1 Team goals must be:

- Specific: well defined, clear and understandable
- Measurable: with specific criteria to measure progress
- Attainable: not impossible to achieve
- Realistic: within reach and relevant
- Timely: clearly defined time line or a target date

(Award only ½ mark if the candidate only writes what the letters of the acronym stand for) (5 × 1) (5)

4.2 The causes of faulty or inadequate communication are:

- A poor understanding results in conflict.
- Incorrect interpretations lead to conflict.
- Insufficient information causes a person to respond inappropriately.
- Misconceptions about an issue may result in conflict.
- A valid or correct statement. (5)

[10]

QUESTION 5: PROBLEM-SOLVING AND DECISION-MAKING

5.1
5.1.1 Routine
5.1.2 Identifying the problem
5.1.3 Quantity
5.1.4 Programmed
5.1.5 Low

(5 × 1) (5)

5.2
- It is rather time-consuming
- Some employees may refuse to share their ideas
- Employees prefer to keep quiet when they disagree
- Pressure to conform
- Costly (time is money)
- Many opinions and ideas are irrelevant
- A handful of employees dominate
- Ambiguous responsibility
- Outcome can go against company policy or objectives

(Any 5 × 1) (5)
[10]

QUESTION 6: PERFORMANCE APPRAISAL

- QUANTITY OF WORK✓ – evaluate the amount of work done or the number of completed assignments or sales made.✓
- QUALITY OF WORK✓ – evaluate the accuracy of completed work and the and thoroughness with which it was done.✓
- DEPENDABILITY✓ – evaluate an employee's ability to meet commitments and deadlines and the extent of supervision an employee requires.✓
- ATTITUDE✓ – evaluate an employee's general demeanour toward their job, co-workers, supervisor and company.✓
- INITIATIVE✓ – evaluate an employee's ability to recognise problems and take corrective action, make suggestions for improvements, and accept responsibility for accomplishing unassigned tasks.✓
- HOUSEKEEPING✓ – evaluate cleanliness and orderliness of workplace and in-process storage areas, and clean-up at the end of shifts. ✓
- ATTENDANCE✓ – evaluate punctuality and absenteeism or excessive leave.✓
- POTENTIAL FOR GROWTH AND ADVANCEMENT✓ – evaluate an employee's potential for increased job knowledge and ability to do other jobs in the department and the organisation.✓

(1 mark for each heading, 1 mark for brief explanation) **[16]**

QUESTION 7: ACCIDENTS AND RISK CONTROL

- Class-A hazards✓ – A condition or practice likely to cause permanent disability or the loss of life or a body part.✓
  Example: a wall falling on a worker. ✓ (Or any applicable example.)

- Class-B hazards✓ – A condition or practice likely to cause serious injury or illness, temporary disability or damage to property that is disruptive.✓
  Example: an acid burn caused by a leaking pipe.✓ (Or any applicable example.)

- Class-C hazards✓ – A condition or practice likely to cause minor injury or illness, or damage to property that is not disruptive.✓
  Example: a worker failing to wear gloves.✓ (Or any applicable example.)

(3 × 3) **[9]**

QUESTION 8: OCCUPATIONAL HEALTH AND SAFETY

8.1 The Occupational Health and Safety Act provides for the:
- Health and safety of persons at work.
- Health and safety of employees who use plant and machinery.
- Establishment of advisory councils for health and safety.
- Protection of other people who may be exposed to health and safety hazards originating in the workplace. (4)

8.2
- A nylon freezer suit or equivalent and a double-layer freezer suit when the temperature is below -34 °C.
- A woollen balaclava or woollen cap.
- Fur-lined leather gloves or equivalent.
- Waterproof outer gloves with knitted woollen inners or mittens.
- Waterproof apron when wet, thawing substances are handled.
- Woollen socks.
- Waterproof industrial boots or shoes. (Any 6 × 1) (6)

[10]

QUESTION 9: MANAGEMENT AND INFORMATION SYSTEMS

- A system of data processing devices,
- programs and people
- that collects, analyses and exchanges information in an organisation
- so that its managers
- can make the best possible decisions. (5 × 1) **[5]**

TOTAL: 100

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