higher education & training

Department:
Higher Education and Training
REPUBLIC OF SOUTH AFRICA

NATIONAL CERTIFICATE

SUPERVISORY MANAGEMENT N6

(4110526)

21 November 2023 (X-paper)
09:00–12:00

This question paper consists of 5 pages.

036Q1E2321

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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. Write neatly and legibly.

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QUESTION 1: LEADERSHIP MODELS AND ASSERTIVENESS

1.1 A supervisor can adopt a *Delegating Leadership Style* when he or she has total confidence in an employee. According to this leadership style, a supervisor assigns part of his or her workload to an employee.

Explain FIVE principles that a supervisor should keep to in order to ensure the successful delegation of tasks. (5 × 2) (10)

1.2 Assertive managers exercise authority without being aggressive. They are able to get their point across without upsetting others or themselves.

Name FIVE prominent non-verbal behavioural signs of an assertive person. (5 × 1) (5)

[15]

QUESTION 2: LABOUR RELATIONS

2.1 Indicate whether the following statements are TRUE or FALSE. Write only 'true' or 'false' next to the question number (1.1–1.10) in the ANSWER BOOK.

2.1.1 A shop steward is appointed by management to assist and represent any employee in any disciplinary and grievance proceeding.

2.1.2 One of the purposes of the Labour Relations Act No 66 of 1995 is to regulate the organisational rights of trade unions.

2.1.3 An employer refuses to reinstate a former employee who has resigned. This is an example of an unfair labour practice.

2.1.4 A bargaining council in the private sector does not need to be registered with the Department of Labour.

2.1.5 One of the objectives of a contingency plan is to prevent injuries to workers and damage to property.

2.1.6 Mediation is when both parties agree to be bound by the decision of an appointed neutral third party.

2.1.7 One of the functions of bargaining councils is to promote and establish training-and-education schemes.

2.1.8 Arbitration is a process that leads to the settlement of a dispute.

2.1.9 The CCMA is a dispute resolution body established in terms of the Occupational Health and Safety Act No 85 of 1993.

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2.1.10 If an employer dismisses employees who engage in an unprotected strike and if the employees have not been given an ultimatum to return to work, it would be considered unfair dismissal.

(10 × 1) (10)

2.2 Explain the meaning of *arbitration* in labour relations. (5)

[15]

QUESTION 3: PERSONNEL CARE

Happy and motivated employees undoubtedly result in increased production, better quality of work and service delivery.

Explain how you, as a supervisor, can ensure that the working life of an employee is of the highest quality. **[10]**

QUESTION 4: GROUP DYNAMICS AND CONFLICT

4.1 Team goals are the objectives or milestones that a team commits to in order to achieve broad organisational goals.

Explain the SMART team objectives set by a supervisor to ensure that team goals are achieved. (5)

4.2 Inadequate or faulty communication is one of the major causes of conflict in the workplace.

Briefly discuss the validity of this statement. (5)

[10]

QUESTION 5: PROBLEM-SOLVING AND DECISION-MAKING

5.1 Choose one of the two options given in brackets. Write only the word(s) next to the question number (5.1.1–5.1.5) in the ANSWER BOOK.

5.1.1 Damaged machinery and equipment is an example of a (routine, non-routine).

5.1.2 (Evaluate the alternatives, Identify the problem) is the first step in decision-making.

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

5.1.4 Managers make (programmed, non-programmed) decisions regarding repetitive problems.

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5.1.5 When managers can predict the outcome of a decision fairly accurately, they take a (high-, low-) risk decision.
(5 × 1) (5)

5.2 Individual and group decisions each have their own set of strengths and weaknesses. Neither of them is ideal in all situations.

Name FIVE disadvantages of group decision-making in the work place.
(5 × 1) (5)

QUESTION 6: PERFORMANCE APPRAISAL

To judge a subordinate's performance constructively is one of a manager's most important tasks.

Name and briefly describe EIGHT elements of a typical appraisal system.
(8 × 2) **[16]**

QUESTION 7: ACCIDENTS AND RISK CONTROL

Name and briefly explain the THREE classes of hazards in the workplace and give an example of each. **[9]**

QUESTION 8: OCCUPATIONAL HEALTH AND SAFETY

8.1 Discuss the purpose of the Occupational Health and Safety Act No 85 of 1993. (4)

8.2 Working in areas where the temperature is below freezing point, is difficult for employees and accidents can happen.

Explain the regulations regarding the type of p*rotective clothing* required for working in areas with a very low temperature. (6)
[10]

QUESTION 9: MANAGEMENT INFORMATION SYSTEMS

Describe what a *management information system* is. **[5]**

TOTAL: 100

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