higher education & training

Department:
Higher Education and Training
REPUBLIC OF SOUTH AFRICA

MARKING GUIDELINE

NATIONAL CERTIFICATE

SUPERVISORY MANAGEMENT N6

15 August 2022

This marking guideline consists of 6 pages.

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QUESTION 1

1.1
- Communication skills/people skills/interpersonal skills
- Decision-making skills
- Organisational skills
- Planning skills
- Motivating skills
- Delegation skills
- Monitoring/effective control skills
- Leadership skills
- Time management skills
- Listening skills
- Conflict management skills
- Administrative skills

(The candidate must mention skills not qualities. e.g. honesty or dependability is a quality not a skill) (Any 7 × 1) (7)

1.2 Country club leadership style is where there is a high emphasis on people relationships✓ with a focus on team harmony,✓ but minimal/low focus on output/production.✓ (3)

1.3
- Facial expression/shows anger/glaring
- Eye contact/no eye contact or uncomfortable fixated staring
- Gestures/flailing or waving arms/finger pointing
- Posture/pushing out of the chest or leaning forward
- Clenched fists
- Sweating or flushed face
- Tone of voice/loud and harsh tone
- Clenched jaws/grinding of teeth
- Pupil dilation/eyes are widely open (Any 5 × 1) (5)

[10]

QUESTION 2

2.1
2.1.1 Victimisation
2.1.2 CCMA
2.1.3 Make and enforce collective agreements
2.1.4 Contingency plan
2.1.5 Arbitration
2.1.6 Employer intimidation
2.1.7 Industrial
2.1.8 Distributive
2.1.9 Negotiation
2.1.10 Offensive

(10 × 1) (10)

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2.2 Unfair labour practice is any unfair act/conduct✓ (something the employer does) or omission✓ (something that the employee fails or refuses to do) which violates the rights of the employee and which contravenes✓ the Labour Relations Act.✓
Some examples are: a company not complying with OHS rules, withholding benefits agreed upon in a work contract, victimising employees who belong to trade unions.✓ (Any example which is relevant and correct = 1 mark) (5)
[15]

QUESTION 3

- The employee shows constant low levels of energy
- Becomes accident-prone
- Is always tired
- Is unable to focus and shows poor judgement
- Is always moody
- Suddenly isolates himself/herself and shows little or no interest in work activities
- Short, abrupt, rude, aggressive towards others
- Becomes easily agitated and/or frustrated
- Often feels worthless and depressed
- Becomes forgetful and disorganised
- May show signs of substance abuse
- Always fidgets or paces/nervous behaviour on a constant basis for no reason
- Avoids responsibilities and procrastinates
- Increased absenteeism
- Shows little regard for authority
- Seems to always be confused
- Suddenly missing deadlines regularly
- Reacts badly to criticism
- Behaves irrationally
- Becomes withdrawn and hardly communicates with his/her colleagues (Any 10 × 1) **[10]**

QUESTION 4

4.1 It is the way for two or more parties to find✓ a peaceful solution to a disagreement.✓ The disagreement may be personal, financial, political or emotional.✓ When a dispute arises often the best course of action is negotiation✓ to resolve the disagreement.✓ (4)

4.2
- More complete information and knowledge.✓ By collecting the resources of several individuals we bring more input into the decision-making process. ✓
- Increased diversity of views.✓ This opens up the opportunity for more approaches and alternatives considered.✓
- Increased acceptance of a solution.✓ Participate in the decision itself. This translates into more support for the decision and higher satisfaction among those required to implement it.✓
- Increase legitimacy.✓ Our society values democratic methods./The group decision-making process is consistent with democratic ideas, and consultation is the key.✓ (Any 3 × 2) (6)

[10]

QUESTION 5

- Serve as a participant and as a group facilitator.
- Encourage group members to help one another.
- Motivate them in the problem-solving method.
- Keep track of all the ideas and write them down.
- Be the initiator of the brainstorming process.
- Have a creative approach.
- Establish clear objectives.
- Collect all data.
- Request ideas and add if necessary.
- Plan the brainstorming process.
- Change his leadership style if necessary.
- Organise and control the process. (Any 10 × 1) **[10]**

QUESTION 6

6.1	6.1.1	False
	6.1.2	False
	6.1.3	True
	6.1.4	True
	6.1.5	False
	6.1.6	False
	6.1.7	False
	6.1.8	True
	6.1.9	True
	6.1.10	False

(10 × 1) (10)

6.2
- Quantity of work – evaluate amount of work performance and/or number of assignments completed, sales made, and so on. Disregard quality of work.
- Dependability – evaluate ability to meet commitments and deadlines and the extent of required supervision.
- Attitude – evaluate general demeanour toward job, co-workers, supervisor and company.
- Initiative – evaluate 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 close-of-shift clean-up.
- Attendance – evaluate punctuality and absenteeism/excessive leave.
- Potential for growth and advancement – evaluate potential for increasing job knowledge and for advancing to other jobs in the department and other jobs in the organisation. (Any 5 × 1) (5)

QUESTION 7

- Fire detection and smoke alarm systems
- Sprinkler systems
- Review building access and outdoor premises
- Check exits and escape routes
- Ensure the electrical systems/power points are not overloaded/no exposed wiring
- Emergency lighting
- Portable fire extinguishers/accessibility and maintenance
- Review use of heat-producing devices and appliances
- Is there an adequate program/training in place for fire prevention?
- Evacuation plan and fire drills are in place
- Fire containment/fire control doors
- Fire notification to emergency assistance and staff
- Fire equipment/accessibility and training
- Exits are clear of obstructions
- Where and how combustible or flammable materials are stored
- Signage about fire exits are present and visible (Any 10 × 1) **[10]**

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QUESTION 8: OHS

8.1
8.1.1 D
8.1.2 H
8.1.3 A
8.1.4 G
8.1.5 B

8.2
- No employee may be exposed to noise at or above 85 dB noise-rating limit
- Prohibit any person from entering a noise zone without hearing protectors
- Ensure employees are properly instructed in the use of hearing protectors
- Reduce the level to as low as possible
- Isolate the source of noise
- Provide hearing protectors (earmuffs or earplugs) to employees who work in a noise zone
- Limit the time spent by employees where noise is 85 dB or higher
- All employees are informed of noise zones requiring hearing protection
- An approved audiometrist must conduct inspections (Any 5 × 1) (5)

[10]

QUESTION 9

- Can provide an informed basis for all management decisions
- Keeps track of everything that may assist management decisions
- Collects and analyses information about production, marketing and finance
- Ties together all the company's past and present data
- Provides a personnel record system which can be accessed easily **[5]**

TOTAL: 100

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