higher education & training

Department:
Higher Education and Training
REPUBLIC OF SOUTH AFRICA

NATIONAL CERTIFICATE

SUPERVISORY MANAGEMENT N6

(4110526)

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This question paper consists of 6 pages.

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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. Start each question on a new page.
5. Use only a black or blue pen.
6. Write neatly and legibly.

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QUESTION 1: LEADERSHIP MODELS AND ASSERTIVENESS

1.1 A supervisor guides his subordinates so that they produce the desired quality and quantity of work within a desired time.

Name SEVEN skills that a supervisor ought to possess to do his/her duty. (7)

1.2 Explain the country club leadership style of Blake and Mouton. (3)

1.3 An assertive manager will sometimes have to deal with subordinates who display aggressive behaviour in the workplace.

Name FIVE non-verbal behavioural signs of an aggressive employee. (5)
[15]

QUESTION 2: LABOUR RELATIONS

2.1 Choose the correct word or words from those given in brackets. Write only the word or words next to the question number (2.1.1–2.1.10) in the ANSWER BOOK.

2.1.1 (Victimisation/Consultation) is an example of unfair labour practice.

2.1.2 The (Labour Court/CCMA) facilitates the establishment of workplace forums.

2.1.3 Bargaining councils are formed by trade unions in order to (make and enforce collective agreements/represent employees who need to deal with disciplinary action).

2.1.4 A (contingency plan/conciliation) is an alternate means to restore business operations to a minimum acceptable level during labour unrest.

2.1.5 (Arbitration/Mediation) is a process to resolve disputes, whereby both parties agree to be bound by the decision of an appointed neutral third party.

2.1.6 Some workers do not join trade unions because of (employer intimidation/social needs).

2.1.7 (White collar/Industrial) unions aim to organise all workers in a single, well-defined industry, irrespective of the jobs performed by the members.

2.1.8 (Procedural/Distributive) fairness refers to achieving a balance between needs, equality and equity.

2.1.9 Collective bargaining is a process of (negotiation/jurisdiction).

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2.1.10 The Labour Relations Act prohibits the company from hiring replace labour during (defensive/offensive) lockouts.

(10 × 1) (10)

2.2 In terms of the Labour Relations Act 1995, every worker has the right to not be subjected to unfair labour practices.

Explain what unfair labour practices are and provide an example of unfair labour practices in the workplace. (5)

[15]

QUESTION 3: PERSONNEL CARE

Personal situations lead to emotional responses in the workplace. Employees think about difficult and personal situations such as traumatic heath issues, family problems, marital problems, and financial problems, while they are at work.

Identify TEN symptoms, which would indicate to the supervisor that he/she is dealing with an employee who is emotionally affected or troubled and whose work performance has deteriorated as a result. **[10]**

QUESTION 4: CONFLICT AND GROUP DYNAMICS

4.1 Define *conflict resolution.* (4)

4.2 Discuss THREE advantages of group decision-making. (6)

[10]

QUESTION 5: PROBLEM SOLVING AND DECISION-MAKING

Brainstorming is a technique that can be used to obtain many ideas in a short amount time from a group of people, and it gives an opportunity to people to be creative.

This technique is sometimes used in the workplace to solve problems.

Discuss the role of the leader during a brainstorming session. **[10]**

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QUESTION 6: PERFORMANCE APPRAISAL

6.1 Indicate whether the following statements are TRUE or FALSE. Choose the answer and write only 'True' or 'False' next to the question number (6.1.1–6.1.10) in the ANSWER BOOK.

6.1.1 Job evaluation is a systematic method for appraising the worth of the individual who performs the job.

6.1.2 The 'halo effect' refers to a problem of appraisals where the appraiser is reluctant to rate people at the outer ends of the scale.

6.1.3 When raters know that promotions and pay increases will be influenced by the rating reports, they tend give high scores.

6.1.4 The outcome of performance appraisal, may highlight needs and opportunities for growth and development of the person being appraised.

6.1.5 A key feature of MBO is that the manager and the subordinate get together and jointly agree upon the appraisal interview process.

6.1.6 The process of MBO focusses on personal traits.

6.1.7 Performance evaluation will eliminate grievances.

6.1.8 Good work conduct and below standard work performance will be discouraged by performance appraisals.

6.1.9 Performance appraisals provide a firm foundation for later judgments that concern an employee's career.

6.1.10 Companies may, according to their work policy, disallow workers to have access to ratings after an appraisal has been done.

(10 × 1) (10)

6.2 Performance appraisal is one of the most important tasks any manager has to do in order to constructively judge a subordinate's performance.

Describe FIVE elements used in a typical appraisal rating system. (5)

[15]

QUESTION 7: ACCIDENTS AND RISK CONTROL

Fire safety inspections are an important part of creating a safe place for work. These inspections should not be taken lightly, considering the devastating effects of a fire breaking out in the workplace.

Create a checklist for an inspection for fire prevention and control, to indicate what you would inspect for. **[10]**

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QUESTION 8: OHS

8.1 Choose a term from COLUMN B that matches a description in COLUMN A. Write only the letter (A–E) next to the question number (8.1.1–8.1.5) in the ANSWER BOOK.

COLUMN A		COLUMN B	
8.1.1	Good housekeeping	A	not less than 20 lux where dangerous processes are involved
8.1.2	Noise control in the workplace	B	acclimatise to the working environment
8.1.3	Lighting requirements of OHSA	C	maintaining an unimpeded workspace for every employee
8.1.4	Working in very hot environments	D	glazed with transparent material
8.1.5	Window requirements of OHSA	E	keep records of the results of each audiometric examination

(5 × 1) (5)

8.2 What are FIVE basic rules of the Occupational Health and Safety Act regarding exposure to noise in the in the workplace? (5)

[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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