higher education & training

Department:
Higher Education and Training
REPUBLIC OF SOUTH AFRICA

MARKING GUIDELINE

NATIONAL CERTIFICATE

SUPERVISORY MANAGEMENT N6

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This marking guideline consists of 6 pages.

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QUESTION 1: LEADERSHIP MODELS AND ASSERTIVENESS

1.1
- Ensure that the employees are fully competent before delegating.
- Ensure that sufficient authority is delegated (freedom to choose methods and solutions to carry out their tasks).
- Ensure that they understand that they will be accountable.
- Responsibility must be clearly defined.
- Be specific in terms of tasks delegated to prevent overstepping authority on the part of the employee to whom tasks have been delegated.
- Set standards and objectives.
- Involve employee participation when setting standards and objectives.
- Establish a proper feedback system/communication of reports and meetings so that process is monitored.
- Keep employees informed so they are continuously updated and included in decision making.
- Demand the completion of tasks.
- Provide training to overcome shortcomings. (Any 10 × 1) (10)

1.2
- When the receiver/listener shows that he is not listening by not making and maintaining eye contact.
- May fidget while listening e.g. clicking a pen continuously.
- Allowing constant interruptions e.g. taking calls or messaging on a cell phone.
- Failing to show non-verbal cues/gestures to show he is listening e.g. nodding of the head to show he is following the conversation.
- Interrupts the speaker continuously and makes it difficult for him/her to share the information.
- Speaking at the same time as the speaker.
- By continuously thinking about how to respond instead of focussing may cause one to miss vital information.
- Failing to take note of nonverbal cues/ not only listening to what is being said but how it is being said.
- Responding in a judgemental way to what is being said.
- When the listener is hearing but not listening. (Any 5 × 1) (5)

[15]

QUESTION 2: LABOUR RELATIONS

2.1
2.1.1 C
2.1.2 A
2.1.3 C
2.1.4 D
2.1.5 B
2.1.6 B
2.1.7 A
2.1.8 D
2.1.9 D
2.1.10 C

(10 × 1) (10)

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2.2
- Resolve workplace issues.
- See that employees are treated fairly/minimise exploitation.
- Represent workers during negotiations for better working conditions, e.g., safety and working environments.
- Better conditions of work, e.g., salaries, promotions.
- Represent workers in grievances and disciplinary actions.
- Protect and secure the jobs of employees.
- Negotiate labour contracts.
- Ensure participative management by representing the workers and having a say in management decisions e.g. work policy.
- Give advice and guidance to workers about work related issues.
- Be a part of conflict resolution.
- Be involved with disputes e.g. unfair dismissals.
- To maintain agreed conditions of employment i.e. working contracts.
- To see that recruitment is done in a fair way (sit in on interviews).
- To promote staff development and training. (Any 5 × 1) (5)

[15]

QUESTION 3: PERSONNEL CARE

3.1
- The supervisor sets aside time in his busy schedule
- to speak to subordinates who either approach him for advice or guidance with problems that are affecting him.
- The supervisor observes unusual behaviour patterns from a subordinate and sets aside a time to find out if there is a problem and if he can assist the subordinate.
- Employee counselling uses a problem-solving technique.
- The supervisor does not tell the subordinate what to do.
- Rather listens and gives guidance, support, encouragement.
- The supervisor may suggest the option of seeking professional help if it will be useful, e.g., financial advisor, lawyer, psychologist, doctor.
- The supervisor shares relevant information which may be helpful.
- Employee counselling combats stress and anxiety. (Any 5 × 1) (5)

3.2
- Developing employees in certain aspects related to their work procedures.
- Improve induction of new employees.
- Provide equal opportunities for disadvantaged employees.
- Help top management to assess abilities of potential future managers.
- Facilitating learning on the job.
- Complementing formal training by providing individual guidance.
- Furthering careers of individuals with a future in the company.

(Any 5 × 1) (5)

[10]

QUESTION 4: GROUP DYNAMICS AND CONFLICT

4.1
4.1.1 formal
4.1.2 creativity
4.1.3 security
4.1.4 all share common interests
4.1.5 interest groups

(5 × 1) (5)

4.2
- Policies regarding salary and wage issues/compensation methods.
- Different leadership styles.
- Changes in an organisation that may cause agitation and insecurity.
- Size of an organisation: the more supervisory levels there are the more the probability of conflict.
- Working towards targets: Targets for an individual vs a group target.
- Competitiveness to reach targets can also cause conflict. (Any 5 × 1) (5)

[10]

QUESTION 5: PROBLEM SOLVING AND DECISION MAKING

5.1
5.1.1 non-routine
5.1.2 evaluating and controlling
5.1.3 quality
5.1.4 non-programmed
5.1.5 high

(5 × 1) (5)

5.2
- Automatically the workers become involved in being part of the solution.
- A manager may get ideas that he had never thought about.
- Brainstorming allows workers to be creative in finding solutions to problems.
- Embraces participative management/scientific leadership.
- Motivates workers as they feel that their inputs are valuable.
- Spirit of team effort and accomplishment is established. (Any 5 × 1) (5)

[10]

QUESTION 6: PERFORMANCE APPRAISAL

6.1
6.1.1 J
6.1.2 F
6.1.3 A
6.1.4 I
6.1.5 B
6.1.6 C
6.1.7 E
6.1.8 D
6.1.9 G
6.1.10 H

(10 × 1) (10)

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6.2 Key features of MBO:

- Superior and subordinate get together and jointly agree upon and list the principal duties and areas of responsibility of the individual's job.
- The person sets his own short-term performance goals or targets in Cooperation with the superior.
- The superior guides the goalsetting process to ensure that it relates to the realities and needs of the organization.
- They agree upon criteria for measuring and evaluating performance.
- From time to time, more often than once a year, the superior and subordinate
- get together to evaluate the process toward achieving the agreed-upon goals.
- At these meetings new or modified goals are set for ensuing period.
- The superior plays a supportive role. He tries, on a day-to-day basis, to help the person reach the agreed-upon goals.
- He counsels and coaches.
- In the appraisal process the supervisor plays less the role of a judge and more the role of one who helps the person attain the goals or targets.
- The process focuses upon results accomplished and not upon personal traits. (Any 5 × 1) (5)

[15]

QUESTION 7: ACCIDENTS AND RISK CONTROL

7.1
7.1.1 False
7.1.2 True
7.1.3 False
7.1.4 False
7.1.5 True

(5 × 1) (5)

7.2 Many employees automatically associate personal negligence as the cause of an accident.✓ Workers will be 'punished' if they report an accident when property is damaged, material lost, or equipment is damaged.✓ Often the worker will be subjected to disciplinary action without proper investigation.✓ This may go onto his record.✓ Management sometimes make workers the scapegoat for their inadequacies.✓ The worker thus withholds information rather than exposing himself to 'punishment'. (Any 5 × 1) (5)

[10]

QUESTION 8: OCCUPATIONAL HEALTH AND SAFETY

8.1 Oxygen, heat and fuel. (3 × 1) (3)

8.2 CLASS C fires are fires occurring in electrical equipment.✓ Examples are switchboards or motors.✓ An extinguishing medium having an electrical non-conductivity characteristic must be used. Baking soda/$C0^2$ gas extinguisher/dry powder extinguisher.✓ (3)

8.3
- Suitability of fire extinguisher for controlling the type of fire
- Capacity and number of the extinguishers selected
- Proper distribution of extinguishes to provide prompt access and use
- Establishment of an effective maintenance program
- Training programs for staff to assure that they are capable and knowledgeable regarding the use of extinguishes (Any 4 × 1) (4)

[10]

QUESTION 9: MANAGEMENT INFORMATION SYSYTEMS

- Can provide an informed basis for all management decisions.
- Keeps track of everything that many assist management decisions.
- Collects and analyses information about production, marketing & 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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