



**higher education  
& training**

Department:  
Higher Education and Training  
**REPUBLIC OF SOUTH AFRICA**

# **MARKING GUIDELINE**

## **NATIONAL CERTIFICATE SUPERVISORY MANAGEMENT N6**

**27 MARCH 2018**

**This marking guideline consists of 4 pages.**

**QUESTION 1**

'A trade union is a continuing✓ permanent✓ organisation✓ created✓ by the workers✓ to protect themselves✓ at their work, to improve the conditions✓ of their work through collective bargaining,✓ to seek to better the conditions of their lives,✓ and to provide a means of expression✓ for the workers' views on matters of society.'✓

**[11]****QUESTION 2**

- Determine the objective
- Carry out a feasibility study
- Determine the requirements/specifications
- Select the system
- Plan the implementation programme
- Involve all users
- Control the programme
- Provide adequate training
- Monitor the performance
- Continue to develop and adapt the system to company requirements (10 × 1)

**[10]****QUESTION 3**

- A newly formed✓✓ department will probably require tight, autocratic leadership. As time passes ✓✓ and people in the group get to know each other's capabilities and quirks,✓✓ as well as the boss's. A democratic, consultative form of leadership will probably get✓✓ the best results. A fully mature group, one that really knows its strengths and weaknesses can be trusted to respond effectively to participative leadership.
- Children, for example, usually need firm, autocratic leadership. As children mature and start to 'grow up'✓✓ emotionally, they generally respond most favourably to democratic leadership. A mature person,✓✓ however, is most likely to appreciate the opportunities for achievement that participative leadership offers.
- Autocratic leadership is fast.✓✓ When an emergency arises - you wouldn't want to pussyfoot around consulting employees as to what to do.✓✓
- If you plan your big targets by first asking for and considering the opinions of your employees, they'll understand✓✓ that there isn't time to handle every decision that way. Participation is a long range affair. If you show✓✓ that you want and respect employees' opinions, and that your decisions are affected by these opinions, you'll have achieved✓✓ the goal of making employees feel they are part of a team.
- This warrants a leadership style that analyses✓✓ the situation and person ✓✓ and then uses the style that suits the situation/individual.✓✓ All the leadership styles can be combined to suit the individual.✓✓

**[30]**

**QUESTION 4**

The main reason✓ for delegation is to enable manager to get more work done.✓ Another important reason is that a subordinate and not the manager, often has the specialised knowledge✓ required for a particular job. Secondly, delegation✓ is a useful training aid for personnel. By participating in decision-making✓ and in assigning the task, the manager gives✓ the subordinate the authority✓ to do the job, which in fact means that he has the authority to deploy resources✓ in order to complete the task. Thirdly, the manager expects the subordinate to be accountable✓ for his job hence he has an obligation to the job.✓

**[10]****QUESTION 5**

- The employees' knowledge✓ of his or her behaviour✓ and other practices corresponds with supervisors' knowledge.✓
- Here the employee knows about aspects of his or her behaviour✓ and practices that the supervisor does not know about.✓
- In this area the supervisor knows about aspect of the employees behaviour and practice of which the employee is unaware✓ (eg the employee may have a lack of self-confidence and the supervisor is aware of it but the employee is not.)✓
- Where aspects of employee behaviour and practice are not known to either supervisor or employee. They are both unaware of it.✓

**[8]****QUESTION 6**

Occupational✓ Health✓ and Safety✓ Act of 1993✓

**[4]****QUESTION 7**

- Assessment of situation
- Determine the level of emergency
- Activate the emergency procedure
- Direct the evacuation of personnel
- Contact outside emergency aid
- Direct the shutdown procedures
- Ensure proper lines of communication

**[7]**

**QUESTION 8****Participative management✓**

By participative management we mean a system of management in which employees participate in making management decisions that affect them and their jobs. It differs from the 'boss-knows-it all' style.✓

**Self-managed work teams✓**

Self-managed work groups are also called autonomous work groups or integrated work teams. In this method work groups of say ten to twenty employees, plan, coordinate, and control their own activities.✓

**Job redesign and enrichment✓**

The content of jobs can be changed to enrich them and make them more meaningful to the job holders.✓

**Effective Leadership and Supervisory Behaviour✓**

The supervisor should create an atmosphere of approval in his relationship with his subordinates. Another dimension of effective leadership and supervision is the development of teamwork amongst employees.

**Career Development✓**

A comprehensive career programme within an organisation should have the following components:✓

- a human resource planning programme✓
- communication of job opportunities and career path information to employees✓
- career counselling both by the supervisor as part of performance appraisal and by the personnel department✓
- provision for education and training of employees both within and
- outside the organisation✓
- special broadening job assignments and job rotation✓

**Alternative Work Schedules✓**

Working schedules appear in three different forms:

- flexitime or flexible hours✓
- part-time employment and job sharing✓
- compressed work-week✓

- Job Security✓

- Job security has always ranked high on the employees' list of priorities.✓

**Administrative Justice✓**

Administrative or organisational justice that disciplinary and grievance handling proceedings are carried out according to recognised principles of due process.✓

**[20]****TOTAL: 100**