higher education
& training

Department:
Higher Education and Training
REPUBLIC OF SOUTH AFRICA

MARKING GUIDELINE

NATIONAL CERTIFICATE

SUPERVISORY MANAGEMENT N6

31 March 2020

This marking guideline consists of 6 pages.

QUESTION 1: LEADERSHIP MODELS

1.1   1.1.1
- Maturity refers to the ability of people
- to take responsibility
- for directing their own behaviour.   (3)

       1.1.2
- The two components are *job maturity* and *psychological maturity.*   (2)
- Job maturity means that individuals use their knowledge, ability and experience to perform their job with excellence without directions from others.   (1)
- Psychological maturity means high inner motivation to use their skills to the best of their ability without external encouragement.   (1)

1.2   There is a high emphasis on people relationships✓ with the focus on creating an atmosphere of harmony and job satisfaction.✓ The importance of output/production is minimal and suffers as a result✓   (3)

[10]

QUESTION 2: ASSERTIVENESS

- Understand the value of listening.
- Be aware of nonverbal communication/messages/behaviour.
- Never assume anything.
- Don't interrupt unless you need to clarify.
- Communicate to the person that you are listening e.g. nodding your head.
- Don't answer and react immediately.
- Be patient.
- Make sure there are no distractions e.g. cellphone interruptions.
- Maintain eye contact.
- Write down notes if you need to help you to remember (tell the person the reason you are taking notes).   (Any 7 × 1)   **[7]**

QUESTION 3: LABOUR RELATIONS

3.1
- These organisations will be there in the long run.
- They were created by the workers to protect themselves at work,
- to improve their working conditions
- through collective bargaining,
- to improve the conditions of their lives
- and to provide a means of expression
- for the workers' views on matters in society.   (7)

3.2
- Recruiting members
- Assisting and representing members in grievance and disciplinary procedures
- Keeping members and union officials informed about work issues
- Consulting and negotiating with management
- Getting mandates from members during negotiations
- Organising and attending union meetings
- Participating in workplace forums and health and safety committees

(Any 5 × 1)   (5)

3.3
- The South African National Defence Force
- National Intelligence Agency
- South African Secret Service   (3)

[15]

QUESTION 4: PERSONNEL MANAGEMENT

4.1
- Excessive tardiness (Monday mornings)
- Leaving work early
- Monday and/or Friday absences
- Repeated absences in a pattern
- Multiple instances of unauthorised leave
- Improbable excuses for absences
- Excessive sick leave
- Higher absenteeism for flu, colds, gastritis, et cetera
- Absenteeism on the job
- Frequent trips to restroom, water fountain, parking lot, et cetera
- Long coffee breaks
- Physical illness on the job   (Any 5 × 1)   (5)

4.2
- High incident rates
- Work requires more effort
- Jobs take more time
- Frequent complaints about job
- Difficulty in recalling instructions, details, et cetera
- Increasing difficulty handling complex assignments
- Difficulty recalling own mistakes
- Alternate periods of high and low productivity
- Missed deadlines
- Frequent assistance from co-workers to complete assignments
- Mistakes due to inattention or poor judgment
- Wasting material
- Making poorly thought out decisions
- Complaints from customers
- Improbable excuses for poor performance   (Any 5 × 1)   (5)

[10]

QUESTION 5: GROUP DYNAMICS AND CONFLICT

5.1
- The ability to command respect
- The ability to facilitate team synergism rather than autocratically trying to make team members perform in a certain way
- The ability to listen effectively and deal fairly with problems when they arise
- The ability to provide constructive criticism without negatively affecting staff morale or self-esteem of team members
- The ability to be part of a team but also stand apart from the team and observe (objectively) the team's performance and interaction   (5)

5.2
- Poor understanding causes conflict
- Incorrect interpretations can cause conflict
- Lack of sufficient information causes a person to respond inappropriately
- Misconception about an issue that may result in conflict
- The statement is valid/correct   (5)

[10]

QUESTION 6: PROBLEM SOLVING AND DECISION MAKING

The leader must:
- 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.
- Plan the brainstorming process.
- Be the initiator of the brainstorming process.
- Have a creative approach.
- Establish clear objectives.
- Collect all data.
- Request ideas and add if necessary.
- Change the leadership style if necessary.
- Organise and control the process.   **[10]**

QUESTION 7: PERFORMANCE APPRAISAL AND MBO

7.1   7.1.1   Some supervisors are reluctant to rate people at the outer ends of the scale. Quite frequently this central tendency is caused by lack of knowledge of the behaviour of the person being rated.✓ The supervisors is unfamiliar with some of the individuals, he/she may play it safe by neither condemning nor praising.✓   (2)

       7.1.2   How a supervisor feels about each of the individuals working for him/her (personal likes and dislikes) has a tremendous effect upon ratings of performances.✓ The bias may be gross prejudices regarding gender, colour, race, religion✓ and also personal characteristics, such as age, political viewpoint.✓ He/she will do the rating on a basis of his/her knowledge ledge of interpersonal relations because he/she is not familiar with the technical work or performance.✓   (4)

       7.1.3   Supervisors differ in their rating styles. Some rate in a strict way, others rate easily\liberally.✓ The lack of uniform rating standards is unfair to employees, who can become confused about where they stand.✓ It is also unfair to the organisation since it becomes difficult to decide which workers should be rewarded.✓ Differences in rating can be reduced through definitions of each item on the rating form, or can also be partially overcome by holding meetings or training sessions for the supervisors so that they can reach common agreement on what they expect of employees.✓   (4)

7.2
- Superior and subordinate get together and jointly agree upon and list the principal duties and areas of responsibility of the individual's job.
- The subordinate sets his/her own short-term performance goals or targets in cooperation with the superior.
- The superior guides the goal-setting process to ensure that it relates to the realities and needs of the organisation.
- 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 the agreed upon goals.
- At these meetings new or modified goals are set for an ensuing period.
- The superior plays a supportive role. He/she tries, on a day-to-day basis, to help the person reach the agreed upon goals. He/she counsels and coaches.
- In the appraisal process the supervisor does not play the role of a judge but rather the role of one who helps the person attain the goals or targets.
- The process focuses on results accomplished and not on personal traits.

                                                    (Any 5 × 1)   (5)

[15]

QUESTION 8: ACCIDENTS AND RISK CONTROL

8.1
- Fear of discipline
- Concern about record of section or department
- Concern about reputation
- Desire to prevent work interruption
- Desire to keep personnel record clean
- Avoidance of 'red tape'
- Concern about attitude of others
- Poor understanding of importance of accident reporting   (Any 5 × 1)   (5)

8.2
- Organisation try to minimise risks
- which may cause accidents and/or incidents which can lead to severe loss.
- Planning, organising and controlling are included in their activities to avoid loss.
- A systematic process of identifying, evaluating and prioritising risks is followed.
- This process is implemented and managed.
- Action is taken to remove, avoid or reduce high-level risks
- in order to prevent catastrophic losses to the organisation.   (Any 5 × 1)   (5)

[10]

QUESTION 9: OCCUPATIONAL HEALTH AND SAFETY

9.1
- 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)

9.2   Occupational Health✓ and Safety✓ Act of 1993✓   (3)

[10]

QUESTION 10: MANAGEMENT INFORMATION SYSTEMS

- 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   (Any 3 × 1)   **[3]**

                                     TOTAL: **100**