



higher education & training

Department:
Higher Education and Training
REPUBLIC OF SOUTH AFRICA

NATIONAL CERTIFICATE SUPERVISORY MANAGEMENT N6

(4110526)

**1 April 2021 (X-paper)
09:00–12:00**

This question paper consists of 4 pages.



024Q1A2101

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. Only use a black or blue pen.
 6. Write neatly and legibly.
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QUESTION 1: LEADERSHIP MODELS

- 1.1 A supervisor can apply a delegating leadership style when he/she has total confidence in an employee. The supervisor assigns a portion of his/her total workload to the employee. 
- Explain SIX principles that a supervisor can use to ensure success with the delegation process. (6)
- 1.2 The managerial grid of Blake and Mouton shows five different leadership approaches. Briefly explain the TWO leadership styles used in the leadership models below.
- 1.2.1 Country club management style. 
- 1.2.2 Autocratic management style. (2 × 2) (4)
- [10]

QUESTION 2: ASSERTIVENESS


Discuss SIX characteristics of an assertive person. [6]

QUESTION 3: LABOUR RELATIONS

- 3.1 Discuss FIVE reasons why employees join trade unions. (5)
- 3.2 Explain the objectives of a contingency plan when dealing with a strike in the workplace.  (6)
- 3.3 Explain the difference between a strike and a lockout. (4)
- [15]

QUESTION 4: PERSONNEL CARE


Discuss the signs of a troubled worker. [10]

QUESTION 5: CONFLICT 


Discuss the structure of an organisation as a source of conflict. [5]

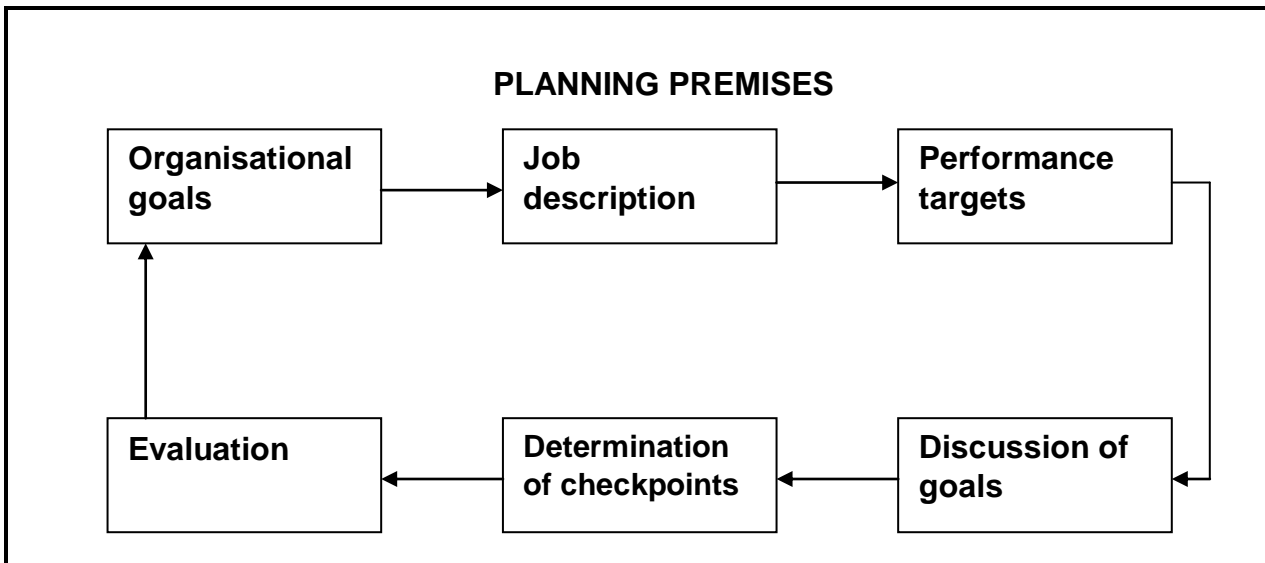
QUESTION 6: PROBLEM-SOLVING AND DECISION-MAKING

Decision-making groups may be widely present in organisations, but this does not mean that group decisions are preferable to those made by an individual.

- 6.1 Discuss THREE disadvantages of group decision-making. (3 × 2) (6)
- 6.2 Discuss THREE advantages of group decision-making.  (3 × 2) (6)
- [12]

QUESTION 7: PERFORMANCE APPRAISAL


Discuss the processes that make management by objectives (MBO) ideal for use as a performance appraisal tool by referring to the diagram below: 

**[15]****QUESTION 8: ACCIDENTS AND RISK CONTROL**

8.1 What is the difference between loss analysis and hazard analysis?  (6)


8.2 Explain the THREE classes of hazards in the work environment and give a practical example of each. (6)
[12]

QUESTION 9: OCCUPATIONAL HEALTH AND SAFETY

9.1 Discuss the purpose of the Occupational Health and Safety Act, No. 85 of 1993.  (4)

9.2 Explain the regulations regarding the type of protective clothing required for working in areas with very cold temperatures (6)
[10]

QUESTION 10: MANAGEMENT INFORMATION SYSTEMS

State the most crucial points which should be considered when designing a management information system.  (5)

TOTAL: 100