



higher education & training

Department:
Higher Education and Training
REPUBLIC OF SOUTH AFRICA

NATIONAL CERTIFICATE
SUPERVISORY MANAGEMENT N6

(4110526)

26 July 2021 (X-paper)
09:00–12:00

This question paper consists of 4 pages.

040Q1G2126

DEPARTMENT OF HIGHER EDUCATION AND TRAINING
REPUBLIC OF SOUTH AFRICA
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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

Draw Hersey and Blanchard's leadership model. Pay special attention to the vertical and horizontal axis, the quadrants and all explanatory titles.

[10]**QUESTION 2: ASSERTIVENESS**

Describe the echo technique as a way of assertive behaviour.

[5]**QUESTION 3: LABOUR RELATIONS**

Describe the following concepts referring to labour relations in the workplace:

- 3.1 Arbitration
- 3.2 Collective bargaining
- 3.3 Grievance procedure

(3 × 5) **[15]**

QUESTION 4: PERSONNEL CARE

Caring for staff does not involve salaries and benefits only but also the future of the staff member in the organisation.

Explain the term *career path* as a way of a staff member improving their quality of life in the workplace by planning their future in the organisation.

[10]**QUESTION 5: GROUP DYNAMICS**

Explain how you as supervisor would manage and maintain effective teams in the workplace.

Use the following keywords to discuss the components.

- 5.1 Climate
- 5.2 Involvement
- 5.3 Interaction
- 5.4 Cohesion
- 5.5 Productivity

(5 × 2) **[10]**

QUESTION 6: CONFLICT

Discuss a few points that you as supervisor can consider to deal with conflict in the workplace.

[8]

QUESTION 7: PROBLEM SOLIVING

A supervisor can use brainstorming as a technique to develop alternative solutions for a problem. This requires participative management and allows all the team members to come up with ideas.

Discuss basic guidelines that a supervisor can implement to ensure that a brainstorming session will be structured and effective so that the objective can be achieved.

[10]

QUESTION 8: PERFORMANCE APPRAISAL

8.1 Explain the overall purpose and use of performance appraisals. (9)

8.2 Performance appraisals can often be inaccurate and unfair towards an employee.

Discuss this statement by referring to an error which raters (usually supervisors and managers) make called *central tendency*

(6)
[15]

QUESTION 9: OCCUPATIONAL HEALTH AND SAFETY

What does the Occupational Health and Safety Act, 1993 stipulate regarding the number of health and safety representatives in shops, offices, and other workplaces?

[7]

QUESTION 10: ACCIDENT AND RISK CONTROL

There are many activities involved in a proactive approach to accident prevention. As a supervisor, you have decided to draw up a checklist as a tool to implement proactive accident prevention.

Write down TEN activities that you would include and implement on your checklist in order to prevent accidents.

[10]

TOTAL: 100