



**higher education  
& training**

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

# **MARKING GUIDELINE**

## **NATIONAL CERTIFICATE SUPERVISORY MANAGEMENT N6**

**19 November 2020**

**This marking guideline consists of 5 pages.**

**QUESTION 1: LEADERSHIP MODELS**

- |     |       |            |         |     |
|-----|-------|------------|---------|-----|
| 1.1 | 1.1.1 | Autocratic |         |     |
|     | 1.1.2 | Democratic |         |     |
|     | 1.1.3 | Autocratic |         |     |
|     | 1.1.4 | Autocratic | (4 × 1) | (4) |
- 
- 1.2
- The ability to earn respect.
  - The ability to command respect.
  - The ability to facilitate team synergy.
  - The ability not to impose them self / leadership style on the team.
  - To listen effectively and deal with problems.
  - To deliver constructive and positive critique.
  - The ability to be part of the team and also be able to observe and guide the teams' performance.
- (6)  
**[10]**

**QUESTION 2: ASSERTIVENESS**

- Overacting and loud threatening voice/sarcastic
- Peering and evading another persons' space
- Staring/glaring with angry facial expression
- Tense and threatening
- Expresses opinions as facts
- Out of control behaviour e.g. swearing
- Demands immediate answers
- Talks fast and gets angry when interrupted
- Does not give another person a chance to talk
- Pointing fingers and clenching fists or banging with fists on tables (Any 5 × 1) **[5]**

**QUESTION 3: LABOUR RELATIONS**

- Develop the skills of the South African workforce
  - Improve through development the quality of life
  - Prospect of work
  - Labour mobility
  - To improve productivity
  - Promote self-employment
  - Improve the delivery of social services
  - Increase the level of investment
  - Education and training
  - Encourage employers to use the workplace as an active learning environment
  - Allow employers to acquire new skills
  - Provide work opportunities
  - Entrance to the labour market.
  - Employ persons who find it difficult
  - To be employed
- [15]**

**QUESTION 4: PERSONNEL CARE**

- Define the objective
- Define the roles and functions of mentors
- Get management's approval and support
- Identify possible mentors
- Select mentors
- Provide training for mentors
- Provide a mentor forum
- Allocate trainees
- Oversee first meetings between mentor/trainees
- Evaluate the programme

**[10]****QUESTION 5: CONFLICT**

- 5.1
- Difference in educational background ✓ – people in the workplace have differing educational levels which may cause conflict ✓
  - Conflicting value systems-✓ different religions, traditions allow people to conduct and express themselves differently/ embrace or reject certain social/political issues ✓
  - Different languages and cultures-✓ may cause confusion and misunderstanding that can lead to conflict ✓
  - Personality traits –✓ people have different personalities e.g. impatience, aggressive, perfectionism dishonesty, outspokenness. ✓
- (4 × 2) (8)
- 5.2
- With trifling matters which are of a passing nature
  - When somebody else can handle the conflict better
  - When you need more time to gather more information
  - When the potential damage during the handling of conflict will be greater than the benefits attached to it.
- (Any 2 × 1) (2)
- [10]**

**QUESTION 6: PROBLEM SOLVING AND DECISION MAKING****Time consuming ✓**

- It takes time to assemble a group. The result is that groups take more time to reach a solution than would be the case if an individual were making the decision. This can limit management's ability to act quickly and decisively. ✓

**Pressures to conform ✓**

- The desire by group members to be accepted and considered as an asset to the group can result in squashing any overt disagreement, ✓ thus encouraging conformity amongst viewpoints. ✓

**Domination by the few ✓**

- Group discussion can be dominated by one or a few members. ✓ If this dominant coalition is also composed of low and medium ability members, the group's overall effectiveness will suffer. ✓

**Ambiguous responsibility ✓**

- Group members share responsibility, but who is accountable for the final outcomes? ✓ In a group decision, the responsibility of any single member is watered down. ✓

**[12]**

**QUESTION 7: PERFORMANCE APPRAISAL**

- 7.1
- Quantity (output) –production
  - Quality –accuracy /variance from standard
  - Attitude- interaction with others/cooperation
  - Reliability/dependability-meeting commitments and deadlines
  - Initiative-ability to prioritise tasks, identify problems, accept responsibility
  - Housekeeping-cleanliness and orderliness in the workplace
  - Attendance- only away from work for a valid reason
  - Potential for growth and advancement-actions to develop own potential e.g. studying/ability to learn new skills
- (½ mark for naming of element and ½ for explanation) (8)
- 7.2
- Prepare the employees, to come to the meeting expecting to compare notes.
  - Compare accomplishments with specific targets. Don't be vague or resort to generalisations. Be specific about what was expected and how close the employee has come to meeting these expectations.
  - Be sure to give adequate credit for what has been accomplished.
  - Review those things that have not been accomplished. Emphasise where improvement is needed. And explore together with the employee how this can be done and why it is necessary for him to improve.
  - Avoid the impression of your sitting in judgement. If blame is to be shared, acknowledge it. Don't talk in terms of mistakes, faults, or weaknesses. Never compare the employee with a third person.
  - Agree on targets to be met during the period ahead. Be specific about them.
  - Review what can be done, to be of greater help. When employees know that responsibilities are shared they will approach the task with greater confidence and enthusiasm.
- (7)  
**[15]**

**QUESTION 8: ACCIDENTS AND RISK CONTROL**

- People tripping over loose objects on the floor
  - Articles dropping from above
  - People slipping on greasy wet floors
  - People bumping against projecting poorly piled or badly placed material
  - Cutting hands on projecting nails or pieces of steel
  - People getting electrocuted
  - Falling from heights due to no safety harnesses
  - Burnt or cut hands due to no safety gloves
  - Burns due to fires
  - Passing out/collapsing due to inhalation of chemicals as a result of poor ventilation or not wearing masks
  - Foreign objects in eyes due to not wearing safety goggles
  - Laceration of limbs due to lack of machinery and machine guarding
- (Accept other accidents named, which are relevant to the workplace) (Any 10 × 1) **[10]**

**QUESTION 9: OCCUPATIONAL HEALTH AND SAFETY**

- Take reasonable care for the health and safety of himself✓ and of other persons who may be affected by his acts or omissions✓
- As regards any duty or requirement imposed on his employer✓ or any other person by this Act, cooperate with such employer or person✓ to enable that duty or requirement to be performed or complied with✓
- Carry out any lawful order given to him✓ and obey the health and safety rules and procedures laid down✓ by his employer or by anyone authorised thereto by his employer, in the interest✓ of health and safety.
- If any situation which is unsafe or unhealthy comes to his attention✓, as soon as practicable report such situation to his employer or to the health and safety representative for his workplace or section thereof✓ who shall report it to the employer✓.
- If he is involved in any incident which may affect his health✓ or which has caused an injury to himself, report such incident✓ to his employer or to anyone authorised thereto by the employer, or to his health and safety representative✓ as soon as practicable but not later than the end of the particular shift during which the incident occurred, unless the circumstances✓ were such that the reporting of the incident was not possible, in which case he shall report the incident as soon as practicable thereafter✓

(5 × 2)

**[10]****QUESTION 10: MANAGEMENT INFORMATION SYSTEMS**

- The system is made up of data processing devices, programs and people
- It collects analyses and exchanges information for the organisation
- It helps managers to make the best possible decisions

**[3]****TOTAL: 100**