



higher education  
& training

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

**NATIONAL CERTIFICATE**  
**SUPERVISORY MANAGEMENT N6**

(41100526)

**19 November 2020 (X-paper)**  
**09:00–12:00**

**This question paper consists of 4 pages.**

165Q1E2019



**DEPARTMENT OF HIGHER EDUCATION AND TRAINING**  
**REPUBLIC OF SOUTH AFRICA**  
NATIONAL CERTIFICATE  
SUPERVISORY MANAGEMENT N6  
TIME: 3 HOURS  
MARKS: 100

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**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. Write neatly and legibly.
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**QUESTION 1: LEADERSHIP MODELS**

- 1.1 What type of leadership style would you apply to the following?
- 1.1.1 Aggressive hostile employees
  - 1.1.2 Aggressive cooperative employees
  - 1.1.3 Insecure employees 
  - 1.1.4 Emergency situations 
- (4 × 1) (4)
- 1.2 Name SIX qualities companies would seek in a supervisor. (6)  
[10]

**QUESTION 2: ASSERTIVENESS**

Describe FIVE most prominent behavioural signs of an aggressive person. [5]



**QUESTION 3: LABOUR RELATIONS**

Discuss the purpose of the Skills Development Act 97 of 1998 as amended. [15]

**QUESTION 4: PERSONNEL CARE**

Mentoring is a process of using specially selected and trained individuals to provide guidance and advice, which will help to develop the careers of employees allocated to the mentor.

Name the steps a supervisor should follow to prepare a mentoring programme. [10]

**QUESTION 5: CONFLICT**



Conflict situations arise in any organisation. Personnel differ and disagree with each other and this may lead to conflict.

5.1 Name and explain FOUR personal factors that cause conflict in the workplace. (8)

5.2 Explain when the *avoiding style* to handle conflict is used. (2)  
[10]



**QUESTION 6: PROBLEM SOLVING AND DECISION MAKING**

Individual and group decisions each have their own set of strengths and weaknesses.

Name the disadvantages of group decision making in the workplace.



**[12]**

**QUESTION 7: PERFORMANCE APPRAISAL**

Employee appraisal is an essential part of effective personnel management.

7.1 Explain the assessing elements/principles that should be used when drawing up an appraisal rating system.

(8)

7.2 Discuss SEVEN steps to follow when interviewing subordinates for an appraisal interview.

(7)



**[15]**

**QUESTION 8: ACCIDENTS AND RISK CONTROL**

Discuss accidents that are typical of poor housekeeping.

**[10]**

**QUESTION 9: OCCUPATIONAL HEALTH AND SAFETY**

Discuss the general duties of employees (workers) in the workplace according to the Occupational Health and Safety Act 85 of 1993.

(5 × 2)

**[10]**

**QUESTION 10: MANAGEMENT INFORMATION SYSTEMS**

Describe what a management information system is.



**[3]**

**TOTAL: 100**