



**higher education
& training**

Department:
Higher Education and Training
REPUBLIC OF SOUTH AFRICA

MARKING GUIDELINE

**NATIONAL CERTIFICATE
APRIL EXAMINATION
SUPERVISORY MANAGEMENT N6**

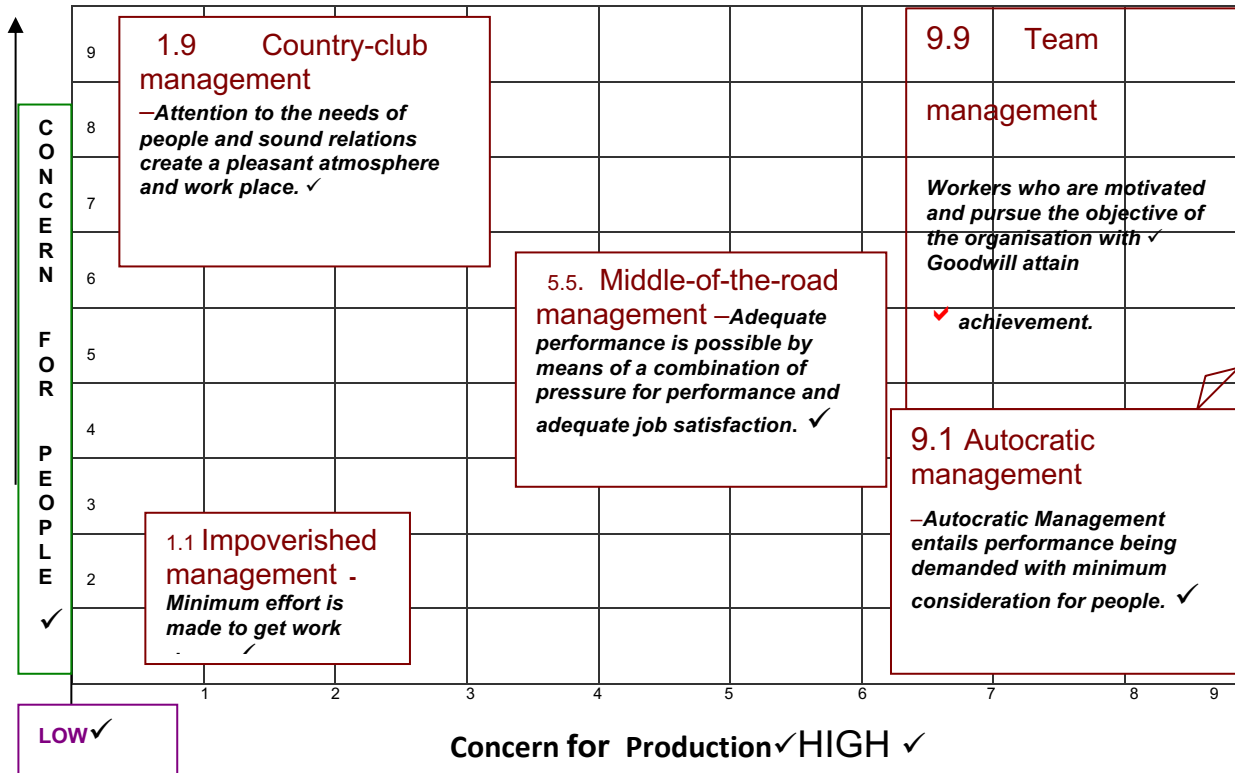
1 APRIL 2016

This marking guideline consists of 7 pages.

QUESTION 1: LEADERSHIP MODELS

Managerial Grid of Blake and Mouton

HIGH ✓



[10]

QUESTION 2: ASSERTIVENESS

- The key is to persist. ✓
- Repeat the message over and over. ✓
- Ensure that you are listened to and that your message is received. ✓
- Use some of the same words in different sentences. ✓
- Do not let others distract you from your goal. ✓
- Bring your point home ✓

(Any 5 x 1)

[5]

QUESTION 3: LABOUR RELATIONS

- 3.1 3.1.1 Arbitration:
- Used when a dispute cannot be settled✓
 - The appointment of a third party to act as adjudicator in a dispute and to decide on terms of settlement.✓
 - The third party takes the role of decision maker✓
 - Arbitration can be voluntary or compulsory.✓
 - Arbitration is set in motion by an industrial council or conciliation board if they cannot resolve a dispute.✓
 - Can be conducted by a single or by a number of arbitrators
 - The industrial council or conciliation board refer a specific dispute.✓
 - Also choose the arbitrator/arbitrators✓
within fourteen days if arbitrator cannot be decided upon.✓
 - Arbitration will be undertaken by the labour court.✓
 - Voluntary arbitration or compulsory arbitration follow same procedure.✓
 - What the arbitrator decides must be enforced as all parties are bound by it. (Any 8 x 1) (8)
- 3.1.2 • Trade unions are permanent organisations created by workers.✓
- They protect the rights of the workers, and strive to improve working conditions.✓
 - They assist workers legally if their rights are violated in the workplace.✓
 - They serve workers with problems in the workplace in an advisory capacity.✓
 - They seek better conditions for workers in the workplace.✓
 - They provide a means of expression for the views of workers.✓
 - They regulate and establish grounds whereon the material position of the worker is protected.✓
 - They protect and promote the goals and interests of the worker.✓
 - They strive to decrease worker frustration and anxiety.✓
 - They improve workers' opportunities to achievement a better standard of living.✓ (Any 7 x 1) (7)
- [15]**

QUESTION 4: PERSONNEL CARE

- 4.1
1. Don't apologise for confronting the troubled employee. Your responsibility is to maintain acceptable performance.✓
 2. Encourage the employee to explain why work performance, behaviour or attendance are poor or deteriorating because this may provide an opportunity to question the use of alcohol.✓
 3. Don't discuss a person's right to drink as this may make a moral issue of it.✓
 4. Don't suggest the person use moderation or change his drinking habits as an alcoholic cannot voluntarily control his drinking✓
 5. Don't be distracted by the individual's excuses for drinking as your concern is how his or her drinking affects work behaviour and attendance. ✓
 6. Don't be put off by the drinkers assertion that a physician or psychologist is being consulted as they will focus on the workers problems and not how his work is being affected✓
 7. Remember that the worker should be given the opportunity for treatment and rehabilitation.✓
 8. Emphasise that your major concern as a supervisor is his or her poor work performance or behaviour and discuss the consequences which may follow should there be no improvement, for example suspension.✓
 9. Explain that the decision to accept rehabilitative assistance is the responsibility of the employee✓ (Any 6 x 1) (6)
- 4.2
- 4.2.1 Effective Leadership.
- Employees like to work for supervisors who show consideration for them, and who are supportive, fair and just in their treatment of them.✓
 - A supervisor must create an atmosphere of approval in his relations with subordinates.✓
 - A supervisor must create teamwork among employees.✓
 - Should encourage participation and be involved in decisions✓
- 4.2.2 Administrative Justice.
- Administrative justice or organisational justice ensures that disciplinary and grievance procedures✓
are carried out according to recognised principles of the process;✓
when employees are charged they have the right to defend themselves✓
workers are given the right of counsel or representation and that an arbitrator is called in should this be required✓
- (2 x 2) (4)
[10]

QUESTION 5: GROUP DYNAMICS AND CONFLICT

- 5.1
- Unites community, social and cultural values of members. Thus behaviour is directed and reinforced.✓Provides social satisfaction, status and security.✓
 - Helps to get tasks completed.✓
 - Helps to eliminate weaknesses in the formal system.✓
 - Improves communication and creates communication channels outside the formal structure.✓
 - Extends the effective span of management.✓
 - Encourages better management.✓
 - Serves as source for problem solving and support for members.✓
 - Provides problem-solving and support mechanism for group members.✓
 - Endorses improved management practice.✓ (Any 5 x 1) (5)
- 5.2
- Communication can be a source of conflict when
- it is faulty and the message is not conveyed correctly✓
 - it causes misunderstanding and misinterpretation✓
 - a lack of sufficient information causes misconception✓
 - individuals lack sufficient knowledge or information✓
 - the wrong information is conveyed✓
 - the wrong information causes stress and pressure and therefore conflict✓ (Any 5 x 1) (5)
- [10]**

QUESTION 6: PROBLEM SOLVING AND DECISION MAKING

- 6.1
- 1) Identify the problem.✓
 - 2) Collect relevant Information.✓
 - 3) Establish the cause of the problem.✓
 - 4) Determine alternative solutions.✓
 - 5) Evaluate the pros and cons of the alternatives.✓
 - 6) Choose the solutions you think best.✓
 - 7) Plan of implementation.✓
 - 8) Evaluate progress and results.✓ (8)
- 6.2
- A large number of ideas are produced by a large group of people✓in a short space of time and problem can be considered from different angles✓ (2)
- [10]**

QUESTION 7: PERFORMANCE APPRAISAL

- 7.1
- To encourage good behaviour and to correct below-standard performance as good performers will receive a reward✓ while poor performers should realise that continued poor performance will stand in their way of advancement.✓
 - To satisfy employees' curiosity about how well they are doing✓ and for them to know how well they fit into the organisation.✓
 - To provide a firm foundation for later evaluations of an employee's career such as pay raises and promotions.✓ Such matters are handled more smoothly if the employee is aware of the possibilities beforehand.✓
- (3 x 2) (6)
- 7.2
- 7.2.1 Initiative
The individual's ability to recognise problems and to take corrective action✓, make suggestions for improvements and accept responsibility for accomplishing unassigned tasks is evaluated✓
- 7.2.2 Potential for growth and advancement.
The potential for increasing job knowledge and for advancing to other jobs in the department ✓and other jobs in the organisation is evaluated ✓
- (2 x 2) (4)
[10]

QUESTION 8: INDUSTRIAL LEGISLATION

- 8.1
- A person who works for the employer✓
 - A person who provides a service to the employer✓
 - When a person's work hours are subject to control (1) or direction✓
 - When a person who forms part of the employers' organisation ✓
 - A person who has worked for at least 40 hours per month over the last three months ✓
 - A person is economically dependent on another person. ✓
 - The person is provided with tools or work equipment ✓
 - The person only works for or renders service to only one person✓
- (Any 8 x 1) (8)
- 8.2
- Promote learning programmes ✓
 - Develop a sector skills plan within the framework ✓
 - Implement the sector plans ✓
 - Approve workplace skills plans✓
 - and training reports ✓
 - Must allocate training grants✓
 - to employers, skill providers and workers✓
 - Must monitor education and skills development in the sector✓
- (8)
[16]

QUESTION 9: ACCIDENTS AND LOSS CONTROL

- A user of machinery shall provide sufficient, clear and unobstructed space at every machine to enable work to be carried out without danger to any person.✓
- Ensure that effective open floor area of at least 2.25 square metre is available for every employee working in an indoor workplace.✓
- Make available and maintain an unimpeded workspace for every employee.✓
- Keep indoor workplace clean, orderly and free of materials tools and other things not necessary for work done in such a workplace.✓
- Keep all floors, walkways, stairs, passages and gangways in a good✓ state, skid free and free of obstruction, waste or materials. ✓
- Keep the roof of every indoor workplace sound and leak-free✓
- Board over or fence with rails or guards or take other measures to ensure the safety of persons where there are openings in floors hatchways stairways or buildings to prevent people from falling✓
- Erect a catch platform or net above an entrance or passageway or above a place where persons walk or pass, or fence off the danger areas if work is being done in that area to prevent people from being struck by falling objects✓
- Ensure that no person shall permit any person to dispose of any article from a high position except by hoist or chute. ✓

(9)

QUESTION 10: MANAGEMENT INFORMATION SYSTEMS

The supervisor can easily store, view and retrieve

- In and out time✓
- Hours actually worked✓
- Information to calculate wages✓
- Information to calculate bonus✓
- Records to show length and reasons for absence✓

[5]

TOTAL: 100