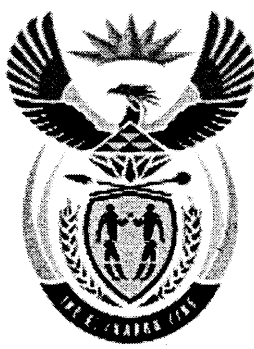


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# higher education & training

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

T1700(E)(A6)T  
APRIL 2011

NATIONAL CERTIFICATE

**SUPERVISORY MANAGEMENT N6**

(4110526)

**6 April (X-Paper)**  
**09:00 – 12:00**

**This question paper consists of 5 pages.**

**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 correctly according to the numbering system used in this question paper.
  4. Start each question on a NEW page.
  5. The following will be taken into account during evaluation:
    - Logical exposition of the answer
    - Clear formulation
    - Correct use of management terms
  6. Write neatly and legibly.
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## QUESTION 1: LEADERSHIP MODELS

- 1.1 Indicate whether the following statements are TRUE or FALSE. Write only 'true' or 'false' next to the question number (1.1.1 – 1.1.5) in the ANSWER BOOK.
- 1.1.1 The contingency approach to leadership has the same multi-dimensional view on leadership as the situational approach.
- 1.1.2 The country-club management style indicates that a manager attends to the needs of his people.
- 1.1.3 Team management is attained by workers who do not achieve the organisation's objectives.
- 1.1.4 The delegating leadership style of Hersey and Blanchard is represented by a high task and high relationship dimension.
- 1.1.5 The main reason for delegating is to enable managers to get less work done.
- 1.2 Draw the Hersey and Blanchard's leadership model by concentrating on the following when answering the question:
- What the vertical and horizontal axes represent
  - What the FOUR quadrants represent
  - Add the different titles and names of the sections to the drawing

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## QUESTION 2: SELF-ASSERTIVENESS STRATEGIES

State the guidelines you would follow when handling destructive criticism.

## QUESTION 3: LABOUR RELATIONS

- 3.1 Give TWO examples of an unfair dismissal.
- 3.2 Explain the functions of bargaining councils.
- 3.3 Name the duties of a shop steward.

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## **QUESTION 4: PERSONNEL CARE**

### **CASE STUDY**

After carefully studying the case study, answer the question that follows thereon.

The employees of Gradegrind Engineering were accustomed to meet every Friday afternoon to relax and discuss their problems they encountered during the week. This Friday was special though; Fikile Zungu had been dismissed that day.

Fikile and his supervisor had an argument and the news quickly spread that he swore at the supervisor. What was unknown to the supervisor was that he also had a drinking problem and would leave the bar in the early hours of the morning, unable to find his way home.

What worsened the problem was the fact that he experienced enormous conflict situations with the supervisor. While observing one such incidence you drew the conclusion that the employee's home life had influenced his working life.

Explain the thought processes that the employee could have experienced which enhanced his/her emotional disturbance. In your answer, refer to the employee's perspective regarding his/her self-esteem.

## **QUESTION 5: GROUP DYNAMICS AND CONFLICT**

Explain the conflict-handling model that is presented by Sergiovanni, Van der Westhuizen and Baron, by means of a neat drawing, emphasizing the different techniques to handle conflict in the workplace.

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

Decision-making involves a definite series of steps that leads to a particular result. Name and discuss these steps.

## **QUESTION 7: PERFORMANCE APPRAISAL AND MANAGEMENT BY OBJECTIVES (MBO)**

- 7.1 Explain the assessing elements/principles you would use when drawing-up your appraisal rating system.
- 7.2 Discuss how you would apply and implement the management by objective model in your department to reach the goals and objectives of the company.

**QUESTION 8: INDUSTRIAL LEGISLATION**

- 8.1 Discuss the main reasons why employees fail to report incidents at their workplace. (
- 8.2 Explain the regulations referred to in the Machinery and Occupational Safety Act (Act 85 of 1993), with respect to proper housekeeping in the workplace. (

**QUESTION 9: COMPUTER AND MANAGEMENT INFORMATION SYSTEM (MIS)**

State the requirements to implement a Management Information Systems (MIS).

**TOTAL: 1**