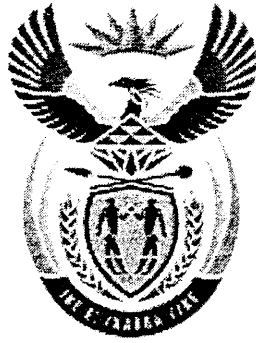


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# higher education & training

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

T2330(E)(N23)T  
NOVEMBER 2011

NATIONAL CERTIFICATE

**SUPERVISORY MANAGEMENT N6**

(4110526)

**23 November (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 answers
    - Clear formulation
    - Correct use of management terms
    - Neat and legible work
  6. Write neatly and legibly.
-

**QUESTION 1: LEADERSHIP MODELS**

- 1.1 State TWO characteristics by which you would recognise a natural leader. (2)
- 1.2 Make a drawing of the task preparedness of a subordinate, referring to the task behaviour and relationship behaviour of the Situational Leadership Model of Hersey and Blanchard. (8)

[10]

**QUESTION 2: ASSERTIVENESS STRATEGIES**

Name FIVE characteristics of a self-assertive person.

[5]

**QUESTION 3: LABOUR RELATIONS**

- 3.1 Give TWO examples of an unfair dismissal. (2)
- 3.2 Explain the functions of bargaining councils. (6)
- 3.3 Name the duties of a shop steward. (7)

[15]

**CASE STUDY**

High Tensile Steel is a small engineering organisation that specialises in steel manufacturing. Mr Mangope founded the business ten years ago and is the owner-manager. He has just appointed you to supervise the technical staff which comprises of skilled and semi-skilled workers. Mr Mangope believes in giving praise and rewarding good work and in keeping communication channels open, whereas you have had no experience in management. Your previous supervisor had an authoritative leadership style, which is the only term of reference on how to manage your subordinates.

Mr. Mangope is well aware of your situation and promises to address the problem as soon as possible. After a period of time you realise that something has to be done to address your inability to manage and lead your subordinates effectively. You approach Mr Mangope and give the following feedback.

- \* You suggest to him that you would like to attend a workshop on effective management and specifically on management models.
- \* You also indicate that you would like to attend a workshop on how to make decisions and solve problems.
- \* You mention to him that you identified two employees with serious emotional problems and because of your counselling background you would consider them for counselling sessions.
- \* You realise the importance of team briefing and mentorship and will be concentrating on these issues as part of your goals for the department.

After studying the above case study, answer QUESTION 4.

PTO

**QUESTION 4: PERSONNEL CARE**

Explain the do's and don'ts that you would have to take into consideration before and during the counselling sessions.

[10]

**QUESTION 5: GROUP DYNAMICS AND CONFLICT**

5.1 Discuss the aims of a mentoring programme you would like to implement in your department.

(7)

5.2 State THREE guidelines of how team briefing should be carried out.

(3)  
[10]

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

Explain how you would make the most effective decision by elaborating on the steps in the problem-solving and decision-making processes.

[10]

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

7.1 Explain the purposes and uses of performance appraisals as an integral part of effective personnel management.

(7)

7.2 Explain the relation between performance appraisal and the following terms:

- Job evaluation
- Compensation rates
- Merit rating
- Merit awards

(4)

7.3 Discuss the problems that could be experienced and how it could be rectified when interviewing employees for their performance appraisals.

(4)  
[15]

**QUESTION 8: INDUSTRIAL LEGISLATION**

8.1 Explain how you would investigate an accident.

(10)

8.2 Discuss the measures you would consider when expediting the evacuation of a workplace.

(10)  
[20]

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

Explain the requirements you would consider when planning an MIS system in your department.

**[5]**

**TOTAL: 100**