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

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

(4110526)

**31 March 2020 (X-paper)**  
**09:00–12:00**

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

038Q1A2031


**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. Keep subsections of questions together.
  5. Write neatly and legibly.
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**QUESTION 1: LEADERSHIP MODELS**

- 1.1 When studying the Hersey-Blanchard's Situational Leadership Model we find that maturity is emphasised.
- 1.1.1 Define the term *maturity*.  (3)
- 1.1.2 Name and explain the TWO components that emerge from this model. (2 × 2) (4)
- 1.2 Briefly explain what *country club management* means. (3)
- [10]**

**QUESTION 2: ASSERTIVENESS**

Explain how you as a supervisor, can improve your attentive listening skills to ensure that the other persons feels that you understand their feelings as well as their message.  **[7]**

**QUESTION 3: LABOUR RELATIONS**


- 3.1 Briefly explain the functions of trade unions. (7)
- 3.2 Discuss the duties of a shop steward.  (5)
- 3.3 Which employers are excluded from the Employment Equity Act? (3)
- [15]**

**QUESTION 4: PERSONNEL MANAGEMENT**

Discuss FIVE symptoms of a troubled employee with regard to each of the following:

- 4.1 Attendance  (5)
- 4.2 Job performance (5)
- [10]**

**QUESTION 5: GROUP DYNAMICS AND CONFLICT**

- 5.1 Discuss the qualities of a good team leader when setting team goals. (5)
- 5.2 Inadequate or unclear communication is a major cause of conflict in the workplace.  (5)
- Briefly discuss the validity of this statement. **[10]**

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

Brainstorming is a technique that can be used to obtain a large number of ideas, in a short time from a group of people and it gives an opportunity for people to be creative. This technique is sometimes used in the workplace to solve problems.

Discuss the role of the leader during a brainstorming session.

**[10]****QUESTION 7: PERFORMANCE APPRAISAL AND MBO**

7.1 Although performance appraisal is one of the most important tasks any manager has, it is one which many struggle to deal with efficiently.

Discuss the following problems of an appraisal:

7.1.1 Central tendency (2)

7.1.2 Biasness (4)

7.1.3 Leniency or strictness (4)

7.2 Describe FIVE key features of management by objectives.

**(5)**  
**[15]****QUESTION 8: ACCIDENTS AND RISK CONTROL**

8.1 Give FIVE reasons why workers may be unwilling to report accidents in the workplace.

**(5)**

8.2 Explain the term *risk management* in the workplace.

**(5)**  
**[10]****QUESTION 9: OCCUPATIONAL HEALTH AND SAFETY**

9.1 State SEVEN duties of an emergency response coordinator (SHE officer) in an organisation, in the event of a fire breaking out.

**(7)**

9.2 Name the law that governs safety and health in the workplace.

**(3)**  
**[10]****QUESTION 10: MANAGEMENT INFORMATION SYSTEMS**

Explain why it is important for a company to use an effective management information system.

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