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higher education & training

Department:
Higher Education and Training
REPUBLIC OF SOUTH AFRICA

MARKING GUIDELINE

NATIONAL CERTIFICATE

APRIL EXAMINATION

SUPERVISORY MANAGEMENT N5

31 MARCH 2016

This marking guideline consists of 7 pages.

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QUESTION 1 (One mark each)

1.1 True
1.2 False
1.3 True
1.4 True
1.5 True
1.6 True
1.7 False
1.8 True
1.9 False
1.10 False

(10 × 1) **[10]**

QUESTION 2

2.1 **Quantitative approach:** It is also known as the management sciences, or systems theory of management (management scientists).✓ This approach emphasizes the use of numbers and relies on the sciences of mathematics and statistics✓ as well as theories about how information and other resources interact in an organization. Through this mathematical model, problems can be expressed in terms of basic relationships, and where a given goal is sought,✓ the model can often be expressed in terms of suggesting a decision as to the best thing to do.✓ (5)

2.2 **Functional and Product-based organizational structures:**

In a functional structure, units like divisions and departments are formed✓ according to the major technical or professional function performed by the unit.✓ In the product-based (or service based) the organization forms departments or divisions around✓ each of its products or services.✓ Each department or division performs all the functions needed to produce its particular product or service.✓ (5)
[10]

QUESTION 3

3.1 **Job rotation:** Having an employee on a routine, repetitive job move from one routine job to another, and back again, every few hours or days✓ is a form of job rotation that has been found in some instances to relieve boredom and monotony. (2)

3.2 **Job enlargement:** This means adding more and different tasks at the same level to a specialized job. Thus it adds variety.✓ When additional simple tasks are added to a job that was initially simple in nature, this process is called horizontal job loading. ✓ (2)

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3.3 **Job enrichment:** This is an outgrowth of the job-enlargement concept. It expands a job vertically✓ by adding higher level activities and by delegating greater authority.✓ (2 marks)

Example: To establish direct relationships with customers.
To combine several tasks into one job. (1 mark) (3)
[7]

QUESTION 4: JOB INTERVIEW

PREPARING:

- Read through the job description and employee specification.✓
- Read each application form carefully and make a list of specific questions to ask each candidate.✓
- Privacy is of utmost importance. The conversation must not be overheard. This is to ensure unrestrained responses from the applicant.✓
- Check that the room is comfortable.✓
- Make sure that there will be no interruptions. E.g. no telephone calls. Switch cell phone off.✓ (5 marks)

CONDUCTING:

- Start with a welcome and create a relaxed atmosphere so that the candidate will be able to express himself spontaneously.✓
- Ask open-ended questions. (a question that cannot be answered by only a 'yes' or 'no').✓
- Ask probing questions, which will force the candidate to go more deeply into his answer.✓
- Keep a logical sequence of questions and avoid jumping from one subject to another.✓
- Listen (actively) with great attention to what is said, while at the same time observing the candidate's body language, tone of voice, hesitations.✓
- Summarize the discussion from time to time. It helps to clarify particular points, attitudes, and opinions. It helps to create a well-ordered atmosphere.✓
- Occasional note-taking of important points is acceptable. (not to be overdone)✓
- After the interview is completed and the candidate has left the room, record impressions on a rating form (5 marks).✓ (Any FIVE)

[10]

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QUESTION 5

SAQA-NQF The Skills Development Act allows only for programmes and qualifications✓ registered on the National Qualifications Framework✓ (NQF) and for training providers accredited in terms of the South African Qualifications Authority (SAQA).✓ The two Acts therefore have to be read in tandem,✓ and employers wishing to present training programmes will have to familiarize themselves with SAQA requirements.✓ **[5]**

QUESTION 6

Technical report – The report should contain the following:

- Company/Department (½)√
- Addressed to: Manager (½)√
- Re: Brief explanation what the report is about: New computer system.✓ (1)
- Instruction: e.g. how you found out about time delays in customer services. (financial loss to the company)✓ (1)
- Procedure: Your investigation on how the present system✓ causes the delays.✓(2)
- Ruling (Finding): Explanation on how the new system will improve the situation.✓ Consider cost of the new system, training staff and company benefits with respect to customer satisfaction.✓ (2)
- Summary/Conclusion✓ (1)
- Recommendations ✓ (1)
- Supervisor: Name/Sign √ (½)
- Date: √ (½)

[10]

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QUESTION 7

7.1 **Time allotments:**

- Routine work,✓ such as checking time sheets, answering mail, and handling normal paperwork.✓
- Regular job duties,✓ such as the important ones of supervising, training, controlling and appraising.✓
- Special assignments,✓ such as serving on committees or assisting on special projects.✓
- Creative work,✓such as developing new methods to improve your department's quality or productivity.✓ (4 × 2) (8)

7.2 **Causes of stress:**

- Physical causes✓
- Psychological causes✓ (2 × 1) (2)

[10]

QUESTION 8

8.1 **Principles of motion economy:**

- Motions should be productive.✓
- Motions should be simple.✓
- Make workers comfortable.✓
- Combine two or more tools.✓
- Pre-position tools and materials.✓
- Limit activity.✓
- Use gravity when possible.✓ (7 × 1) (7)

8.2 **Creativity:** Creativity enables man to have a new vision, a new approach to things.✓ A creative person is able to transform existing knowledge and give it a new perspective. In this way he is better equipped to formulate problems, achieve possible solutions, develop alternative solutions and visualize the consequences more effectively.✓ Many experts think that the secret of creativity lies in free association of ideas.✓ (3)

[10]

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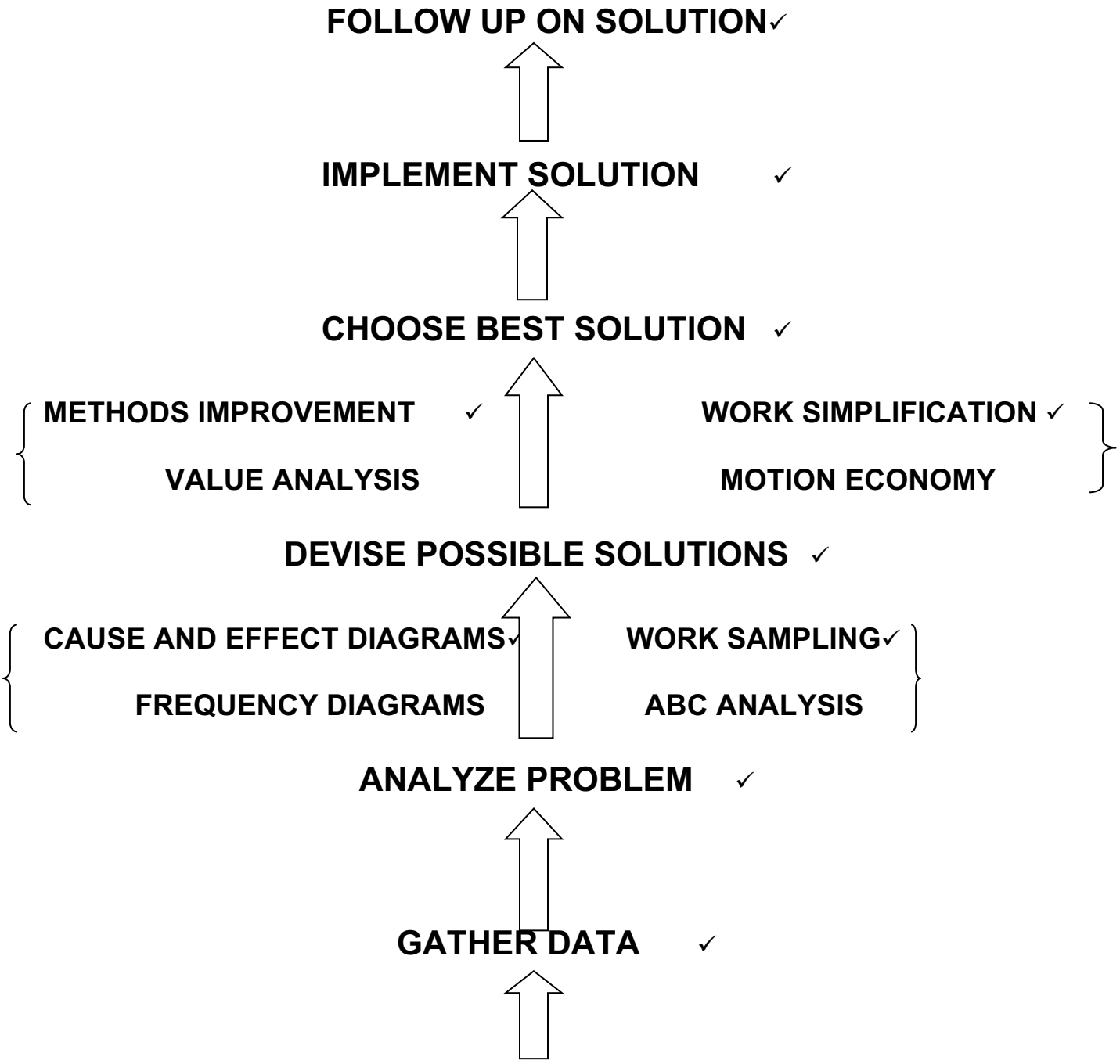
QUESTION 9: PROBLEM SOLVING PROCESS



[10]

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QUESTION 10

10.1 **Record-keeping:** Unless you have furnished to you – or keep – accurate and up-to-date records, controlling costs is next to impossible.✓ 'Control' is the same as 'keep within limits'.✓ If you don't know what the limits are – or how well you are holding costs within those limits – you can't very well take any meaningful action.✓ (3)

10.2 **Employees' resistance to cost-cutting:**

- Communicate with employees about cost reduction in terms of their interests.✓
- Bring the cost picture down to earth.✓
- Set specific goals.✓
- Invite participation.✓
- Explain why and how.✓
- Train for cost improvement.✓
- Report cost progress.✓ (7)

[10]

QUESTION 11

11.1 **Occupational Health and Safety Act:** To provide for the health and safety of persons at work and for the health and safety of persons in connection with the use of plant and machinery;✓ the protection of persons other than persons at work against hazards to health and safety arising out of or in connection with the activities of persons at work;✓ to establish an advisory council for occupational health and safety; and to provide for matters connected therewith.✓ (3)

11.2 **Health and safety committee:**

- May make recommendations to the employer or to an inspector regarding any matter affecting the health and safety of persons at the workplace.✓
- Shall discuss any incident at the workplace or section thereof in which any person was injured, became ill or died, and may in writing report on the incident to an inspector.✓
- Shall perform such other functions as prescribed.✓
- Keep record of each recommendation made to an employer and of any report made to an inspector.✓
- The committee or a member thereof shall not incur any civil liability by reason of the fact only that it failed to do anything which it or he may or is required to do in terms of this Act.✓ (5)

[8]

TOTAL: 100

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