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higher education & training

Department:
Higher Education and Training
REPUBLIC OF SOUTH AFRICA

MARKING GUIDELINE

NATIONAL CERTIFICATE

SUPERVISORY MANAGEMENT N5

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This marking guideline consists of 7 pages.

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QUESTION 1

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

(10 × 1) **[10]**

QUESTION 2: MANAGEMENT AS A SCIENCE

- Become aware of the problem of manageability.✓ There are limits beyond which an enterprise becomes too big and too complex to be managed.✓ (Any 1)
- A major area is that of decision making.✓ Talk of management decisions when there is actually only one right answer.✓ This applies to all problems where the job is to restore or maintain the operation at present level. (Any 1)
- Entrepreneurial decisions which little is known of. Here there is no real right answer. There is only the ability to take the right risk, the ability to innovate and change the trend✓. This requires strict mental discipline.✓ (Any 1)
- The task of management science dealing with people and things.✓ To succeed the manager must integrate it into one process of analysis or into one thought concept.✓ Understanding of objective impersonal relations✓ and the understanding of and concern for people.✓ (Any 2) **[5]**

QUESTION 3: ORGANISATIONAL STRUCTURE

3.1 The production manager has a too wide and varied span of control.✓ The complexity (e.g. training) and diversity (e.g. stores, transport) are too wide apart for him to handle comfortably.✓ With five departments the volume of responsibility is too much.✓ (Any relevant answer) (3)

3.2 There is not enough flexibility in this structure✓ for the manager as the supervisors under his control require different techniques✓ which may make it difficult to adapt to technical and environmental changes.✓ (Any relevant answer) (3)
[6]

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QUESTION 4: EMPLOYMENT OF PEOPLE

4.1
- Most people expect to advance to positions of higher pay and status which fosters high morale.
- There is less risk of error in selection and placement because management know their people.
- The banning of an outsider places limits on competition for a position and gives employees of the firm monopoly on the opening.
- The appointed supervisor does not have to familiarise himself with staff, company policies, rules and methods, where the outsider needs to.
- Cost saving e.g. induction training can be costly. (5)

4.2
- If an outsider fills the position, new ideas, concepts and innovation may develop.
- Sometimes if a position is filled from within, other employees become jealous and may not give the supervisor their full support. This may not happen if an outsider is appointed.
- The new supervisor cannot favour specific subordinates (initially) which may be if the position is filled within (subordinates as friends). (3)

[8]

QUESTION 5: TRAINING

Advantages
- Modular training offer greater flexibility, and at the same time, definite focal points.
- There are proper formulated aims and objectives that can be achieved in a shorter period of time.
- Testing and evaluation can be done on completion of each module.
- Facilitators' research focus can be concentrated on the content of a module alone.
- Changes that should be done can be done on one module only.
- Staff can be allocated to any module to his/her interest and speciality.
- Learners seldom fail to achieve an acceptable standard in all the aspects of a given programme. They only have to repeat the one or two modules they did not pass.
- A special advanced module for bright learners could easily be added.
- Guided self-study can be organised. (Any 3)

Disadvantages:
- If set about in the wrong manner, a modular curriculum could cause a disjunctive structure. Although each module may have a clear focus, the linkage with the other modules may be lacking.
- Where too much curriculum content is included in each module the course as a whole become too difficult to cope with. (Any 2) **[5]**

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QUESTION 6: OCCUPATIONAL HEALTH AND SAFETY

6.1
- Provides for the health and safety of persons at work
- For 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
- Provides for establishment of advisory councils for OHS (4)

6.2
- What the substance is used for
- How it should be used
- Risks to health and safety associated with the substance
- Conditions necessary to ensure that the substance will be safe and without risks to health when used properly
- Safety measures for storing the substance
- Procedures to follow in case of an accident involving such substance (6)

[10]

QUESTION 7: MEETINGS AND REPORT WRITING

7.1 7.1.1 Authorisation to vote on behalf of another member (1)

7.1.2 The minimum number of members who have to be in attendance in order for decisions to be legally binding (2)

7.1.3 A committee set up for a specific purpose (1)

7.2
- Planning
- Gathering material/data
- Selecting material/arranging and organising material
- Schematic presentation/draft report
- Writing and editing the report
- Presenting of report (6)

[10]

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QUESTION 8: PRODUCTIVITY

8.1 Motion economy is the selection and use of the human body's movements✓ that are the quickest and most comfortable with the least physical and mental effort to produce results.✓ (2)

8.2
- Motions should be productive. Every motion a person makes should be concentrated on operations that bring the job closer to a finish.
- Motions should be simple. The fewer parts of the body used the better. Use a finger and a thumb rather than the whole hand. Motion should be along curved paths rather than straight lines, because most of the body members swing from joints in a circular motion.
- Make workers comfortable. The workbench (elbow height), the keyboard, the chair should all be arranged so that the operator feels comfortable when working or sitting on it.
- Combine two or more tools. Picking up and laying down tools takes time.
- Preposition tools and materials. Having things arranged beforehand so that they are already aligned before the operator picks them up speeds up the job.
- Limit activity. If a person has to reach or stretch beyond that normal work area, turn around, bend or stoop, it takes time and is tiring.
- Use gravity where possible. Materials can be fed by gravity through bins and chutes. The part then comes out of the bottom of the chute right at the worker's hand, without the worker having to stand up to fetch it.

(Any 4 × 2) (8)
[10]

QUESTION 9: PRODUCTION COSTS

ITEM	ACTUAL (R)	BUDGETED (R)	VARIANCE
Material	2 100	2 000	100
Labour	3 100	3 000	-100
Maintenance	900	1 000	+100
Water/Electricity	-100	1 200	1 100
Rent	3 000	3 000	0
Totals:	**10 300**	**10 100**	**-200**

[10]

QUESTION 10: QUALITY CONTROL

Corrective costs are money spent after the product or service has been completed or delivered and it is money down the drain.✓ Examples include redoing poor quality work, damaged parts scrapped and customer complaints.✓

Preventive costs are money spent on anything that will prevent poor quality work or usage of poor quality material.✓ Examples include inspection and training.✓ Although it initially appears that preventive costs are unnecessary the results will show that it is money well spent.✓ It should prevent all the disadvantages of corrective costs. Corrective quality is by far the most costly approach to quality problems.✓ (3 + 3) **[6]**

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QUESTION 11: LOSS CONTROL MANAGEMENT

11.1 Loss control suggests the big picture of equipment, people, material and environment✓ that management must consider to approach problems.✓ (2)

11.2
- Injury-orientated habits are difficult to change. In the early stages of programme implementation, this is the big reason for the reported emphasis on building a mental bridge that connects property damage to personal injury in all aspects of the programme.
- Management's failure to recognise the problem. There is a strong initial sentiment by management personnel that there is no problem or that the problem has been exaggerated.
- Acceptance of damage reported as representative of damage occurrence. There is usually naiveté on the part of upper management as well as staff and loss-control personnel about the efficiency of the accident-reporting system.
- Weak reporting relationship of staff advisor. The degree of cooperation of all levels of management with a property-damage and waste-control programme is directly related to the level of upper management to which the programme coordinator reports. (Any 3 × 2) (6)

[8]

QUESTION 12: GRIEVANCE PROCEDURE

The grievance procedure permits an official avenue for the dissatisfied worker✓ (the word unhappy is not recommended – typical management response: We don't pay you to be happy, we pay you to do a job.) in the event of unfair labour practice✓ or unsatisfactory interpersonal relations or working conditions.✓ The employee has the satisfaction that his/her grievance will get official attention.✓ On the other hand, he/she also knows that a silly complaint will also be fully investigated which may put him/her at a disadvantage.✓ Although it cannot be held against him/her, for management the grievance procedure permits a formal communication channel for the employee's dissatisfaction.✓ The supervisor also knows that his treatment of workers and working conditions should be such that any complaints may reflect negatively on him as supervisor.✓ (Any relevant 6 × 1) **[6]**

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QUESTION 13: STRESS AND TIME MANAGEMENT

13.1 Procrastination means to put off doing something until a future time.✓ To procrastinate is human and not an easy habit to break. We postpone the unpleasant and do what we like first. The disadvantage is that important work may be left✓ until later which reflects on the supervisor's ability to do the job efficiently and leads to stress. (2)

13.2
- It allows you to delay action indefinitely by building up a backlog of pending items.
- It is hard to find the specific material required at any given time.
- You lose control of your priorities and action items.
- The omnipresent desk arrangement constantly takes your attention away from doing anything else.
- The discoursing sight of the desk each morning is anything but conducive to getting down to work. (4)

[6]

TOTAL: 100

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