higher education & training

Department:
Higher Education and Training
REPUBLIC OF SOUTH AFRICA

MARKING GUIDELINE

NATIONAL CERTIFICATE

SUPERVISORY MANAGEMENT N4

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This marking guideline consists of 6 pages.

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QUESTION 1: INTRODUCTION TO SUPERVISORY MANAGEMENT

1.1
- Dedicate as much time as possible to mental management work✓ securing effective results through and with others by planning, organising, staffing, leading and controlling✓ to accomplish those objectives which are understood and accepted. ✓
- The intuitive tendency is to spend more time than you should on technical work, doing work others (subordinates) should be performing for you. ✓
- You will always need to do some technical work, and the lower your management level, the more technical work you will be required to do. ✓ (5)

1.2
- Centralises decision-making
- Takes intuitive action
- Communicates one-way
- Organises in terms of personalities
- Controls by inspection (5)

[10]

QUESTION 2: PLANNING

2.1
- Should be generally understood
- Concrete and specific
- Acceptable to those involved
- Balanced
- Achievable (5)

2.2
- Controlling the use of resources
- Applying resources effectively
- Indicates funds needed to complete project
- Sets standard by which progress can be monitored
- Easy to detect deviations (Any 5 × 1) (5)

[10]

QUESTION 3: ORGANISATION

3.1 C
3.2 A
3.3 D
3.4 E
3.5 B
3.6 I
3.7 J
3.8 F
3.9 H
3.10 G

(10 × 1) **[10]**

QUESTION 4: LEADING

4.1 4.1.1 Disturbance of an unsettled matter✓ demanding a solution for productive functioning of an organisation.✓
OR
Obstacle standing in the way✓ of achieving an objective.✓ (2)

4.1.2 Spotting a gap✓ between actual and expected performance✓ (2)

4.1.3 Change (1)

4.2 4.2.1 Communication
4.2.2 channel
4.2.3 written
4.2.4 Nonverbal
4.2.5 understanding
(5 × 1) (5)

4.3 4.3.1 C
4.3.2 B
4.3.3 E
4.3.4 A
4.4.5 D
(5 × 1) (5)
[15]

QUESTION 5: CONTROL

5.1
- Principle of the critical few
  In any given group of occurrences, a small number of causes tend to give rise to the largest proportion of results
- Principle of point of control
  Biggest potential for control tends to exist at point where action takes place
- Principle of self-control
  Tends to be the most effective control (3 × 2) (6)

5.2 Establishing standards
Collecting data to measure performance
Comparing results with standards (evaluation)
Taking corrective action (4)
[10]

QUESTION 6: TRAINING

6.1 training
6.2 expected
6.3 informal
6.4 formal
6.5 scrap
6.6 production
6.7 operating
6.8 accident
6.9 overtime
6.10 morale

(10 × 1) **[10]**

QUESTION 7: FINANCIAL COMPENSATION

7.1 wage
7.2 calculated
7.3 piecework
7.4 salary
7.5 uniform
7.6 status
7.7 white-collar
7.8 blue-collar
7.9 Fringe
7.10 wages

(10 × 1) **[10]**

QUESTION 8: QUALITY

- Lack of training
- Poor communication
- Inadequate tools and equipment
- Insufficient planning
- Incomplete specifications and procedures
- Lack of attention or concern (Any 5 × 1) **[5]**

QUESTION 9: LABOUR RELATIONS

9.1 Step 1: The employee verbally raises a complaint with his immediate supervisor.
Step 2: Should the supervisor's suggestions not be acceptable to the employee, the latter, with or without the assistance of a representative, lodges a formal written grievance for the attention of the supervisor or the next level of management, for example the foreman.
Step 3: If, at this stage, the employee remains dissatisfied, the written grievance, together with the report of the supervisor or foreman, is forwarded to the next level of management in the department, section or factory.
Step 4: A grievance which remains unresolved is then channelled to the next level of management, for example to the production manager.
Step 5: In the final stage the grievance is brought to the attention of top management.

(5 × 1) (5)

9.2 9.2.1 Very serious
9.2.2 Less serious
9.2.3 Serious
9.2.4 Serious
9.2.5 Very serious

(5 × 1) (5)
[10]

QUESTION 10: LOSS CONTROL

10.1
- Injury prevention
- Total accident control
- Fire prevention
- Industrial health
- Hygiene and pollution (5)

10.2 10.2.1 Act
10.2.2 Condition
10.2.3 Act
10.2.4 Condition
10.2.5 Act

(5 × 1) (5)
[10]

TOTAL: 100

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