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 SUPERVISION

1.1
- Own immediate supervisor
- Subordinates
- Colleagues
- Specialists
- Trade union representatives (shop stewards) (5)

1.2
- The management leader knows he/she has to obtain results through others.
- He/she specialises in management through planning, organising, leading and control.
- The skills and knowledge to manage as the management leader are acquired through purposeful actions.
- No skills and knowledge occur instinctively.
- The degree to which the manager succeeds in the functions of planning, organising, leading and control, is in direct relation to the degree in which the manager obtains purposeful results through the subordinates. (5)

[10]

QUESTION 2: PLANNING

2.1
2.1.1 False
2.1.2 False
2.1.3 True
2.1.4 False
2.1.5 True

(5 × 1) (5)

2.2
- Estimate the minimum time needed to complete a step.
- Estimate the maximum time needed to complete a step.
- Decide on a realistic time between the minimum and maximum times. (3)

2.3
- Starting point scheduling is used when the final date for a project is still unknown,
- but a time schedule must nevertheless be submitted for approval. (2)

[10]

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QUESTION 3: ORGANISING

3.1
- Be focused on what has to be attained and obtain answers to the following questions:
- Do you know exactly what is expected of you and your team of subordinates?
- Do your subordinates know exactly what is expected of them?
- Are the subordinates allocated to you, adequate to reach the required goals?
- Were the right number of people chosen for the group or can a more suitable work grouping be done? (5)

3.2
- Well-defined structure
- Precisely identified beginning
- Longer life span
- Membership (by choice)
- Definite aims
- Division of work (Any 5 × 1) (5)

[10]

QUESTION 4: LEADING

4.1
- Problem solving is the work a manager performs:
- to make and carry out a decision
- with regard to the approach that should be followed
- to overcome an obstacle
- that stands in the way of achieving an objective. (5)

4.2
- Recognition
- Feelings of competence
- Status
- Affiliation/to experience healthy relationships at work
- Esteem
- Inclusion/to experience sense of belonging
- Pride of accomplishment
- Sense of achievement
- Control of own work/autonomy
- Challenge
- Opportunity to contribute
- Forms of power (Any 5 × 1) (5)

4.3
4.3.1 Objectives/goals
4.3.2 Information
4.3.3 Functioning
4.3.4 People/workers/employees
4.3.5 Coordination

(5 × 1) (5)

[**15**]

QUESTION 5: CONTROL

- Output control✓ – The quantity of production required is the demand of almost every organisation. A supervisor must make sure that output quantities measure up to standards.✓
- Quality control✓ – The inspection function is intended to make sure that the final product or service lives up to its quality standards (specifications).✓
- Time control✓ – A project must be completed as scheduled. It is not enough just to get a job done if it is not finished on time.✓
- Material control✓ – The supervisor must make sure that the minimum material is wasted✓ and that the maximum number of patterns (for example) is cut out of a roll of cloth.
- Cost control✓ – A supervisor may meet the quantity and quality standards, but if in so doing the department has been overstaffed or has been working overtime, it probably won't meet its cost standard.✓
- Employee performance control✓ – Control is done of individuals or groups of employees rather than of a department, machine or process. Such control may be concerned with employee attitudes, tardiness and accidents as well as with performance✓ that is directly related to the quantity or quality of the employee's work.

(Any 5 × 2) **[10]**

QUESTION 6: TRAINING

6.1 Material/work/unit standard/module
6.2 Demonstrates/shows
6.3 Trainee/learner/worker
6.4 Permits/allows
6.5 Actual/real
6.6 Accomplishment
6.7 Cheaper
6.8 Short
6.9 Theory/knowledge
6.10 Classroom

(10 × 1) **[10]**

QUESTION 7: FINANCIAL COMPENSATION

7.1
- Would likely add a figure of at least 10% to the basic wage.
- Easily understood by the workforce.
- Relates to measured effort.
- Takes into account any special skills required or unusual working conditions.
- Ensures money due is paid as soon as conveniently possible. (5)

7.2
- Prevailing wages✓ – Most firms decide whether their wages are right or not by ascertaining what other firms✓ are paying for the same type of work in the same labour market.
- Ability to pay✓ – The ability to pay affects the general level of wages in an organisation native to the prevailing level in the labour market.✓
- Cost of living✓ – Where there is no automatic formula for adjusting wages according to the cost of living, employees, unions and employers give consideration to these changes and use the fact that prices are rising or falling✓ to bolster their positions in wage discussions and bargaining.
- Bargaining power✓ – When employees organise a union for purposes of collective bargaining with their employer, they often are able to obtain larger wage concessions that they would as unorganised individuals.✓
- Productivity✓ – In general highly productive industries and companies tend to pay higher wage rates than do low-productivity industries ✓and firms.
- Job requirements✓ – Jobs are graded according to the relative amounts of skills, effort and responsibility required and the adversity of the job conditions✓.
- State laws✓ – State labour laws affect wage and salary rates and structures.✓ (Any 5 × 1) (5)

[10]

QUESTION 8: QUALITY

8.1 B
8.2 E
8.3 D
8.4 C
8.5 A

(5 × 1) **[5]**

QUESTION 9: LABOUR RELATIONS

9.1
9.1.1 C
9.1.2 E
9.1.3 D
9.1.4 B
9.1.5 A

(5 × 1) (5)

9.2
- Listen to the relevant evidence concerning the alleged breach of discipline.
- Reach a verdict as just and as balanced as possible, given the evidence.
- Obtain a clear picture of the worker's disciplinary history.
- Try to get the worker to accept responsibility for modifying his/her unacceptable behaviour, by passing an appropriate sentence.
- Prevent a recurrence of the incorrect behaviour or practices and/or decide whether any managerial/worker action could prevent such a recurrence. (5)

[10]

QUESTION 101; LOSS CONTROL

10.1
- The term physical harm includes injury, disease,
- as well as adverse mental, neurological or systemic effects,
- resulting from an exposure or circumstance encountered in the course of employment. (3)

10.2
- An accident is an unintended or unplanned happening that may or may not result in personal injury,
- property damage, work process stoppage or interference
- or any combination of these conditions. (3)

10.3
- People
- Equipment
- Material
- Environment (4)

[10]

TOTAL: 100

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