higher education & training

Department:
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REPUBLIC OF SOUTH AFRICA

NATIONAL CERTIFICATE

SUPERVISORY MANAGEMENT N4

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DEPARTMENT OF HIGHER EDUCATION AND TRAINING
REPUBLIC OF SOUTH AFRICA

NATIONAL CERTIFICATE
SUPERVISORY MANAGEMENT N4
TIME: 3 HOURS
MARKS: 100

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. Use only a black or blue pen.
6. Write neatly and legibly.

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QUESTION 1: INTRODUCTION TO SUPERVISION

1.1 By studying the nature of a job, selecting the method to be used in performing the job and laying down specifications and tolerances, etc., the supervisor defines the work role of that job. A decision then has to be made of which person to allocate to the job. At operator level a person usually has to be fitted to a job and not the other way around.

Name FIVE groups of people the supervisor has to deal with. (5)

1.2 Explain this statement: The management leader specialises in management work. (5)
[10]

QUESTION 2: PLANNING

2.1 Indicate whether the following statements are TRUE or FALSE by writing only 'True' or 'False' next to the question number (2.1.1–2.1.5) in the ANSWER BOOK.

2.1.1 Within any group a small number of persons are often responsible for the least results (work), while a small number of persons within the same group are often responsible for the most mistakes/problems.

2.1.2 Future events are usually the outcome of the future and past occurrences.

2.1.3 Economic factors, as well as political, social and technological influences at work, tend to take place gradually over the long term.

2.1.4 Goals are specific, narrower and are usually formulated over the long term.

2.1.5 A standard is a specific performance goal that a product, service, machine, individual or organisation is expected to meet.

(5 × 1) (5)

2.2 Describe briefly the THREE steps in the 'mini-max' scheduling technique in order to determine realistic times for the execution (performance) of each step. (3)

2.3 When is starting point scheduling used? (2)
[10]

QUESTION 3: ORGANISING

3.1 Organisations create specific structures and frameworks which make provision for the pursuit of certain common goals by people in these organisations.

What obligations does a supervisor have with regard to the principle of objectives? (5)

3.2 Name FIVE major characteristics of a formal organisation. (5)

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[10]

QUESTION 4: LEADING

4.1 Define *problem solving*. (5)

4.2 State FIVE psychological needs in the workplace. (5)

4.3 Complete the following sentences by only writing the word that is missing from each sentence next to the question number (4.3.1–4.3.5) in the ANSWER BOOK.

The purpose of communication is to:

4.3.1 Publicise planning and …

4.3.2 Ensure flow of … by conveying messages

4.3.3 Ensure effective … of the organisation

4.3.4 Inform … about what should be done, how it should be done and when it should be done, in order to ensure effective delegation

4.3.5 Ensure the effective … of various tasks

(5 × 1) (5)

[**15]**

QUESTION 5: CONTROL

Name and briefly describe FIVE types of organisational control. (5 × 2) **[10]**

QUESTION 6: TRAINING

Complete the following sentences by writing only the missing word or words next to the question number (6.1–6.10) in the ANSWER BOOK.

In 'on-the-job-training' the instructor (supervisor or a designated experienced non-supervising employee) must break down the (6.1) … into meaningful packages and present them to the employee in a systematic sequence.

The instructor (6.2) … the work himself/herself and carefully guides and observes the (6.3) … as he/she performs the work. Corrections will be given as required.

On-the-job training has the following advantages:

- It (6.4) … the trainee to learn on the (6.5) ... equipment and in the environment of the job.
- The feeling is one of (6.6) … because he/she produces useful products.
- It is (6.7) … for the employer, because only a few get the training.
- Knowledge and skills can be learnt in a relatively (6.8) … time.
- In 'on-the-job-training' a greater depth of (6.9) … can be acquired, compared to a (6.10) … situation.

[Source: *Beach,* 1985:250-2511]

(10 × 1) **[10]**

QUESTION 7: FINANCIAL COMPENSATION

7.1 Name FIVE characteristics of a successful bonus scheme. (5)

7.2 Name and briefly describe FIVE factors that help establish wages in an organisation. (5)

[10]

QUESTION 8: QUALITY

The following statements refer to quality. Choose a description from COLUMN B that matches a description in COLUMN A. Write only the letter (A–E) next to the question number (8.1–8.5) in the ANSWER BOOK.

COLUMN A		COLUMN B	
8.1	Every activity of an organisation contributes to the quality of its products or services	A	see to it that employees get a copy to guide them
8.2	Quality must be built into the product	B	this is not only the responsibility of one person or even a single department
8.3	Search continually for problems	C	encourage two-way communication
8.4	Eliminate fear	D	seek ways to improve the system
8.5	Put specifications in writing	E	no one can inspect it in

(5 × 1) **[5]**

QUESTION 9: LABOUR RELATIONS

Choose a description from COLUMN B that matches an item in COLUMN A. Write only the letter (A–E) next to the question number (9.1.1–9.1.5) in the ANSWER BOOK.

COLUMN A		COLUMN B	
9.1.1	The employee should	A	where possible be handled by line management, but staff, in the form of the personnel department, may act in an advisory capacity
9.1.2	Management, at the various levels, should		
9.1.3	Time limits should	B	if the grievance remains unresolved, to declare a dispute
9.1.4	The employee has the right	C	be granted the opportunity to bring his/her grievance to the attention of top management
9.1.5	Grievances should	D	be established for each stage of the procedure
		E	give careful consideration to the grievance and make genuine attempts to resolve it

(5 × 1) (5)

9.2 Describe FIVE objectives of a disciplinary procedure. (5)
[10]

QUESTION 10: LOSS CONTROL

10.1 What is meant by the term physical harm? (3)

10.2 Define the term *accident*. (3)

10.3 Name FOUR resources that are protected through loss control. (4)
[10]

TOTAL: 100

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