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
- Emphasises technical work
- Centralises decision making
- Takes intuitive action
- Communicates one-way
- Organises in terms of personalities
- Controls by inspection (Any 4 × 1) (4)

1.2
- You will get the best results if you dedicate as much time as possible to your management work,✓ which is largely mental and requires concentration.✓
- The term operating work✓ refers to the management performed by technical work supervisors/managers other than the work which is normally part of their positions.✓
- You will always need to do some technical work✓ and the higher your management level, the less technical work you will be required to do.✓ (6)

[10]

QUESTION 2: PLANNING

2.1
- It involves mainly choosing between various alternatives.
- Before making a decision,
- the supervisor or leader should evaluate the situation
- and the various ways of acting. (4)

2.2
- Goals are broad and long-term (3–5 years)✓✓ and focus on strengthening the organisation as a whole.✓
- Objectives are specific and short-term✓ and focus on improving departmental performances to support long-term goals.✓ (4)

2.3 The principle of continuous planning: Plans have to be constantly updated/adjusted✓ to cope with unexpected changes✓ in the external environment. (2)

[10]

QUESTION 3: ORGANISING

3.1
- Well-defined structure
- Precisely identified beginning
- Longer life span
- Membership (by choice)
- Definite aims
- Division of work (Any 4 × 1) (4)

3.2
- Responsibility refers to the duties of a person✓ in terms of the job/work allocated to him/her.✓
- Authority is the rights and powers assigned to a position✓ by which a person has to carry out and complete certain actions.✓
- Accountability refers to the duty a person has (be answerable) to give an account✓ for actions taken in the workplace.✓ (3 × 2) (6)

[10]

QUESTION 4: LEADING

4.1 4.1.1
- A problem can be described as a disturbance of an unsettled matter✓ that demands a solution for the productive functioning of an organisation.✓
- It is an obstacle✓ that stands in the way of achieving an objective.✓ (Any 1 × 2) (2)

4.1.2
- A problem is recognised by a gap (deviation or difference)
- Between actual and expected performance. (2)

4.1.3 Change (1)

4.2
4.2.1 Sender
4.2.2 Transmitted
4.2.3 Communication
4.2.4 Facial
4.2.5 Understanding
(5 × 1) (5)

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

[15]

QUESTION 5: CONTROL

PREVENTIVE CONTROL (1)
- This takes place at the input stage before the process begins.
- Materials are inspected.
- Machinery undergoes inspection.
- Employees are selected for each assignment.
- Problems are identified before they can affect later operations, therefore preventive control has the greatest potential for savings. (Any 3 x 1) (3)

CONCURRENT CONTROL (1)

- This control takes place during the conversion phase of a supervisor's operations.
- Pressures and temperatures are checked and on-line inspections are made as partially converted products flow through the process.
- Concurrent control makes the biggest contribution by identifying and correcting problems before they get out of hand. (Any 2 x 1) (2)

CORRECTIVE CONTROL (1)

- This takes place at the output stage after an operation is completed, a product is finished or a service is delivered.
- Such 'final inspections' occur too late to do much good for what has already happened.
- The value of this type of control is in alerting supervisors to avoid ongoing performance problems in future. (Any 2 x 1) (2)

(ONE mark for each heading = 3)
(Any THREE points under preventive control = 3)
(Any TWO points under concurrent control = 2)
(Any TWO points under corrective control = 2) **[10]**

QUESTION 6: TRAINING

6.1

- Low productivity
- High employee turnover
- High costs
- Continuous delayed production
- Poor material control
- Excessive scrap and waste
- High accident rate
- Excessive grievances
- Excessive overtime
- Excessive violation of rules
- Poor employee discipline (Any 6 × 1) (6)

6.2

- To make new employees feel welcome
- To ensure that they understand the organisation's policies/rules
- To create a situation in which they can meet the other employees
- Other employees will know they are new and will need assistance
- To assist new employees to adjust (Any 4 × 1) (4)

[10]

QUESTION 7: FINANCIAL COMPENSATION

7.1 I
7.2 D
7.3 F
7.4 G
7.5 B
7.6 E
7.7 A
7.8 J
7.9 C
7.10 H

(10 × 1) **[10]**

QUESTION 8: QUALITY

- Quality must be built into the product.
- Refuse to allow commonly accepted levels of delay or of mistakes, defective material or defective workmanship.
- Continually search for problems and seek ways to improve the system.
- Focus supervision on helping people to do a better job.
- Provide the tools and techniques that will enable people to have pride in their work-manship.
- Eliminate fear.
- Encourage two-way communication.
- Eliminate barriers between departments.
- Encourage problem solving through teamwork.
- Implement a vigorous program of education and training to keep people abreast of new developments in materials, methods and machinery. (Any 5 × 1) **[5]**

QUESTION 9: LABOUR RELATIONS

9.1 9.1.1 Procedurally unfair
9.1.2 Substantively unfair
9.1.3 Procedurally unfair
9.1.4 Procedurally unfair
9.1.5 Substantively unfair

(5 × 1) (5)

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9.2 9.2.1 A grievance arises when:
- a worker is of the opinion that he/she is being unfairly treated
- caused damage, was prejudiced or offended
- when his/her feelings have been hurt or he/she feels slandered (3)

9.2.2 The employee (1)

9.2.3 Provision must be made to enable workers to bring grievances to the attention of management. (1)
[10]

QUESTION 10: LOSS CONTROL AND INDUSTRIAL HOUSEKEEPING

10.1 10.1.1 98%
10.1.2 88%
10.1.3 10%
10.1.4 2%
(4 × 1) (4)

10.2 Plant housekeeping means:
- a place for everything and
- everything in its place at all times (2)

10.3
- It cuts down the time spent looking for goods, articles and tools.
- Space is saved when everything is stacked away tidily.
- Injuries are avoided when gangways and working areas are kept clear of superfluous materials.
- Fire hazards are reduced if combustible materials are kept in proper receptacles. (4)

[10]

TOTAL: 100

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