



**higher education
& training**

Department:
Higher Education and Training
REPUBLIC OF SOUTH AFRICA

MARKING GUIDELINE

NATIONAL CERTIFICATE SUPERVISORY MANAGEMENT N4

28 July 2021

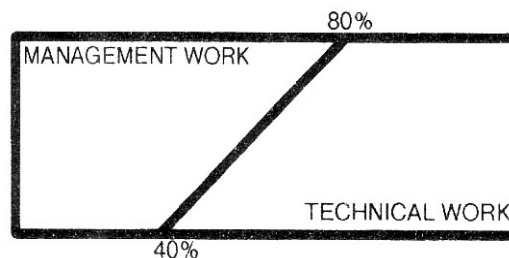
This marking guideline consists of 6 pages.

MJ

QUESTION 1: INTRODUCTION TO SUPERVISION

1.1

EXECUTIVES
DIVISION MANAGER
DEPARTMENTAL MANAGER
SUPERINTENDENT
SUPERVISOR



(5)

1.2

- Very few people are born leaders.
- Most leaders learn their skills.
- They do so mainly through hard work and careful study of their employees and the situations in which they do their jobs.
- Visualise that you were given a formalised leadership position for the first time and were put in charge of a group of people to guide and direct their efforts.
- At this specific stage in your career as leader, one tends to do things that came naturally.
- So all begin as natural leaders.

(Any 5 × 1)

(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)

2.2

- Predetermine the minimum time needed to complete a step.
- Predetermine the maximum time needed to complete a step.
- Decide on a realistic time between the minimum and maximum times.

(3)

2.3

End-point scheduling is used when the final date of the project is known and one works backwards from that date to allocate a date to step 1 of the project.

(1)

2.4

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

(1)

[10]

QUESTION 3: ORGANISING

- 3.1
- No overlapping or duplication of work
 - Tasks are grouped logically
 - People are used according to their abilities in the execution of certain tasks
 - An overall picture of the field in which the organisation operates
- (4)
- 3.2
- 3.2.1 Person
 - 3.2.2 Instructions/orders/commands/directives
 - 3.2.3 Control/charge
 - 3.2.4 Instruction
 - 3.2.5 Authority/power
 - 3.2.6 Responsibilities/duties
- (6)
[10]

QUESTION 4: LEADING

- 4.1 Problem solving is the work that a manager performs to make and carry out decisions regarding the approach that will be followed to overcome an obstacle in the way of achieving an objective.
- (5)
- 4.2
- Recognition
 - Status
 - Affiliation
 - Esteem
 - Inclusion
 - Pride of accomplishment
 - Control of own work
 - Challenge
 - Opportunity to contribute
 - Forms of power
- (5)
- 4.3
- 4.3.1 objectives/goals
 - 4.3.2 information
 - 4.3.3 functioning/working
 - 4.3.4 people/workers/employees
 - 4.3.5 co-ordination
- (5 × 1) (5)
[15]

QUESTION 5: CONTROL

Preventive control✓

- Preventive control takes place at the input stage before✓ the process begins.
- Materials and machinery are inspected and employees are selected for each assignment.✓
- Problems are identified before they can affect later operations, therefore, preventive control has the greatest potential for savings.✓

Concurrent control✓

- Concurrent control takes place during✓ the conversion phase of operations.
- Pressures and temperatures are checked and on-line inspections are made as partially converted products flow through the process.✓
- Concurrent control makes a big contribution by identifying and correcting problems before they get out of hand.✓

Corrective control✓

- Corrective control takes place at the output-stage✓ after an operation has been completed, a product finished, or a service delivered.
- Such final inspections occur too late to rectify any errors that may have occurred.✓
- The value of this type of control lies in alerting supervisors about ongoing performance problems that need to be avoided in the future.✓

(Any 10 × 1)

[10]**QUESTION 6: TRAINING**

- | | |
|------|----------------------|
| 6.1 | Material/information |
| 6.2 | Demonstrates |
| 6.3 | Corrections |
| 6.4 | Permits/allows |
| 6.5 | Actual/real |
| 6.6 | Accomplishment |
| 6.7 | Cheaper/inexpensive |
| 6.8 | Short/brief |
| 6.9 | Theory |
| 6.10 | Classroom |

[10]**QUESTION 7: FINANCIAL COMPENSATION**

- | | | |
|-----|--|-----|
| 7.1 | <ul style="list-style-type: none">• Will possibly add a figure of at least 10% to the basic wage.• Are easily understood by the workforce.• Relate to measured effort.• Take any special skills required and unusual working conditions into account.• Ensure that money due is paid as soon as conveniently possible. | (5) |
|-----|--|-----|

- 7.2
- Prevailing wages
 - Ability to pay
 - Cost of living
 - Bargaining power
 - Productivity
 - Job requirements
 - State laws

(Any 5 × 1)

(5)

[10]**QUESTION 8: QUALITY**

- 8.1 D
 8.2 A
 8.3 E
 8.4 B
 8.5 C

[5]**QUESTION 9: LABOUR RELATIONS**

- 9.1
- | | |
|-------|--------------|
| 9.1.1 | Serious |
| 9.1.2 | Less serious |
| 9.1.3 | Very serious |
| 9.1.4 | Serious |
| 9.1.5 | Very serious |

(5)

- 9.2
- Step 1: The employee verbally raises a complaint with his/her 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 person of the department, section or factory manager.
- 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 top management's attention.

(5)

[10]

QUESTION 10: LOSS CONTROL

10.1	10.1.1	98%	
	10.1.2	88%	
	10.1.3	10%	
	10.1.4	2%	(4)
10.2	Plant housekeeping means that there is a place for everything✓ and everything in its place all the time.✓		(2)
10.3	• It eliminates time spent looking for goods, articles and tools. • Is saves space when everything is stored neatly. • Injuries are avoided when gangways and working areas are kept clear of materials/equipment. • Fire hazards are reduced if combustible materials are kept in proper receptacles.		(4)
			[10]
TOTAL:			100