



**higher education
& training**

Department:
Higher Education and Training
REPUBLIC OF SOUTH AFRICA

**NATIONAL CERTIFICATE
SUPERVISORY MANAGEMENT N4**

(4110504)

**29 July 2021 (X-paper)
09:00–12:00**

This question paper consists of 7 pages.

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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. Start each question on a new page.
 4. Number the answers according to the numbering system used in this question paper.
 5. Keep subsections of questions together.
 6. Write neatly and legibly.
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QUESTION 1: INTRODUCTION TO SUPERVISION

- 1.1 Draw a chart representing the amount of time that the different persons at different management levels should spend on management work and on technical work to avoid the so-called management gap. (5)
- 1.2 Are good leaders born or developed? ✱
- Substantiate your answer. (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 fewest 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 for the long term. ✱
- 2.1.5 A standard is a specific performance goal that a product, a service, a machine, an individual, or an organisation is expected to meet. (5)
- 2.2 In order to determine realistic times for the execution (performance) of each step, one can use a technique known as the mini-max technique.
- Briefly describe the THREE steps in the mini-max scheduling technique. (3)
- 2.3 When is end-point scheduling used? ✱ (1)
- 2.4 When is starting-point scheduling used? (1)
- [10]**

QUESTION 3: ORGANISING

- 3.1 An organisational structure is a specific framework of established positions in which people carry out certain actions, and are so grouped that they can pursue a common goal.



List FOUR requirements that ensures a formal organisational structure. (4)

- 3.2 Complete the following sentences by writing only the missing word next to the question number (3.2.1–3.2.6) in the ANSWER BOOK.

The following are characteristics of a line organisation:

- Authority is vested in one (3.2.1) ... and staff only receive (3.2.2) ... from the head and report back to him.
- One person is in (3.2.3)... of a particular task or (3.2.4) ...
- Lines of (3.2.5) ... are clear and each person's tasks and (3.2.6) ... are clearly outlined.



(6)
[10]

QUESTION 4: LEADING

- 4.1 Define *problem solving*.



(5)

- 4.2 Most modern working environments satisfy the basic needs of their workers because we have minimum wage laws, generally good working conditions, ever-increasing benefit packages and legal protection against injustices. There is agreement that psychological needs are the most fertile ground for any motivational effort.

List FIVE psychological needs that must be satisfied in the workplace in order to motivate workers.

(5)

- 4.3 Complete the following sentences by writing only the missing word next to the question number (4.3.1–4.3.5) in the ANSWER BOOK.

The purpose of communication is:



- To publicise planning and (4.3.1) ...
- To ensure flow of (4.3.2) ... by conveying messages.
- To ensure effective (4.3.3)... of the organisation.
- To inform (4.3.4)... about what should be done, how it should be done and when it should be done, in order to ensure effective delegation.
- To ensure the effective (4.3.5) ... of various tasks.

(5)
[15]

QUESTION 5: CONTROL

Supervisors should look for key points (make-or-break points) in their operations and then focus most of their attention on these areas. *

Name and describe THREE types of control that can be applied.

[10]

QUESTION 6: TRAINING

Complete the following paragraphs and sentences by writing only the missing word(s) 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) ... to be learnt into meaningful packages and present them to the employees in a systematic sequence.

The instructor (6.2) ... the work himself and carefully guides and observes the trainees as they perform the work. (6.3) ... will be made as required.

On-the-job training has the following advantages: *

- It (6.4)... the trainee to learn using the (6.5) ... equipment and in the job environment.
- The trainee experiences (6.6) ... because he/she produces useful products.
- It is (6.7) ... for the employer, because only a few employees are trained.
- Knowledge and skills can be learnt in a relatively (6.8) ... time.
- A great depth of (6.9) ... can be acquired, compared to a (6.10) ... situation.

[10]

QUESTION 7: FINANCIAL COMPENSATION

7.1 Whatever bonus scheme is chosen, the two major aims of the scheme should be to act as an incentive to increased effort (i.e. a motivator) and as a reward for the amount of work done.*

List FIVE characteristics of successful bonus schemes.

(5)

7.2 The term 'wage' is used to describe monetary payments to workers whose pay is calculated according to the number of hours worked or piece work done.

List FIVE factors that help to determine wages in an organisation. *

(5)
[10]

QUESTION 8: QUALITY

The following statements refer to quality. Choose a description from COLUMN B that matches a word 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	To remanufacture, do over, adjust, modify, or otherwise repair a product or a service that has been rejected because of an observed or reported defect. *	A defect B rework
8.2	Statement of precision that establishes the limits within which the product or the service must meet the specification.	C specification D tolerance
8.3	It is the probability of a product performing a specific function, under given conditions, for a specified time without failure.	E reliability *
8.4	Any variation of the product or service that falls outside the prescribed tolerances.	
8.5	Definition of expected performance of a product, quality or service, usually stated by definite measurements of size, shape and finish.	

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

9.1 Indicate which of the following offences would be regarded as less serious offences, serious offences or very serious offences. Write only 'Less serious', 'Serious' or 'Very serious' next to the question number (9.1.1–9.1.5) in the ANSWER BOOK.

- *
- 9.1.1 Abusing sick leave benefits
- 9.1.2 Loafing, wasting time, or deliberately working slowly
- 9.1.3 Being under the influence of alcohol or drugs on company premises
- *
- 9.1.4 Falsifying an accident report
- 9.1.5 Insulting fellow workers, particularly in cases affecting racial relations

(5)

- 9.2 A grievance procedure assumes that management is prepared to listen to workers' grievances, and affords every worker the opportunity to approach management with his/her grievances, without fear of intimidation, discrimination or harm. *

Name the FIVE steps that a grievance procedure might consist of.

(5)
[10]

QUESTION 10: LOSS CONTROL

- 10.1 Complete the following sentences by writing only the missing percentage next to the question number (10.1.1–10.1.4) in the ANSWER BOOK. *

If we were able to eliminate all unsafe acts and unsafe conditions, about (10.1.1) ... of all accidents would be prevented. Unsafe acts cause approximately (10.1.2) ... of all occupational accidents. Unsafe conditions cause approximately (10.1.3) ... of all occupational accidents. Acts of Providence cause approximately (10.1.4) ... of all occupational accidents.

(4)

- 10.2 What does *plant housekeeping* mean? *

(2)

- 10.3 Why is plant housekeeping important and desirable?

(4)
[10]

TOTAL: 100