



**higher education
& training**

Department:
Higher Education and Training
REPUBLIC OF SOUTH AFRICA

**NATIONAL CERTIFICATE
SUPERVISORY MANAGEMENT N4**

(4110504)

**18 November 2022 (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. Number the answers according to the numbering system used in this question paper.
 4. Use only a blue or black pen.
 5. Write neatly and legibly.
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QUESTION 1: INTRODUCTION TO SUPERVISION

- 1.1 FIVE of the following statements describe the broad functions of the management process which are repeated daily, weekly, and yearly.



Select the correct statements and arrange them in the correct sequence. Write only the letters, e.g., 'E', 'B', 'G', etc. in the ANSWER BOOK.

- A Staffing: Selecting and placing just the right number of people in the most appropriate jobs.
- B Planning: Setting goals and establishing plans and procedures to attain them.
- C Controlling: Regulating the process, its costs and the people who carry it out. Socialising: Playing golf with your subordinates.
- D Organising: Arranging jobs to be done in such a way as to make them more effective.
- E effective.
- F Commuting: Taking the train or bus to work.
- G Activating (Directing): Motivating, communicating and leading.

(5)

- 1.2 Most firms establish a set of criteria against which supervisory candidates are judged when looking for a person to fill the demanding post of supervisor.

Name FIVE most sought-after qualities that most firms look for in a supervisor.

(5)

[10]**QUESTION 2: PLANNING**

- 2.1  Goals must come before plans, because you must first decide where it is you want to go and what it is that you want your department to accomplish. Goals should be set carefully and systematically.

Briefly describe SEVEN steps when setting goals carefully and systematically.

(7)

- 2.2 Give THREE reasons why planning is important.

(3)

[10]**QUESTION 3: ORGANISING**

- 3.1 Organising includes arranging activities and resources by allotting duties, responsibilities, and authority to people. It is also the determination of relationships between these to promote collaboration and to achieve the objectives of the undertaking as effectively as possible.

State FIVE characteristics of organising.

(5)

- 3.2 A supervisor delegates by entrusting others with responsibility, authority, and accountability for results.

State FIVE requirements for effective delegation.

(5)

[10]

QUESTION 4: LEADING

- 4.1 Effective decision-making leads to purposeful and effective planning. Decisions are made by all people at all levels of society. Effective decision making is necessary to achieve the aims of the organisation.



Discuss the relationship between *problem solving* and *decision making*. (5)

- 4.2 People tend to think with their emotions. This means that appealing to emotions seems to be more effective than appealing to reason. If people's emotions are involved in their personal interests, jobs, and their families, there is usually greater interest, because emotion rules reason and in this way a person's attention is more easily held.

State the principle of communication that is described here. (2)

- 4.3 The more an idea is put to use, the better it tends to be understood and remembered. This is particularly important in communicating with members of our team. If they can use an idea, they will tailor it to their own requirements and make it part of their own mental repertoire.

Which principle of communication is described here? (2)

- 4.4 If we want to motivate employees, we must focus our attention on their jobs and provide a programme of job enlargement and job enrichment.

How would you enlarge and enrich the job of a demotivated employee in your section? (6)

[15]

**QUESTION 5: CONTROLLING**

- 5.1 What can a supervisor be sure of when exercising control? (1)

- 5.2 When taking corrective action, what must a supervisor do to bring performance to the desired level of excellence? (4)

- 5.3 Give an example of taking corrective action. (5)

[10]

QUESTION 6: TRAINING

There are four ways of providing training: hit-or-miss, sink-or-swim, trial-and-error and structured and systematic.



Describe the following terms:

- 6.1 Training (4)

6.2	Education	(3)
6.3	Knowledge	(1)
6.4	Skill	(2)
		[10]

QUESTION 7: FINANCIAL COMPENSATION

Choose a description from COLUMN B that matches an item in COLUMN A. Write only the letter (A–J) next to the question number (7.1–7.10) in the ANSWER BOOK.



COLUMN A		COLUMN B	
7.1	Piecework	A	dividends are paid on the shares; the employee is a shareholder and has a stake in the company's future
7.2	Standard time plan		
7.3	Measured day work	B	overtime, weekend, holiday work, shift differentials
7.4	Paid leave		
7.5	Profit sharing	C	a rate per piece is fixed and also an acceptable rate of production. This 'acceptable rate' is called the 'standard time' and attracts a 'base rate payment'
7.6	Bonus schemes		
7.7	Group pieceworker/ bonus schemes	D	the two major aims of a bonus 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
7.8	Employee security (financial protection against certain risks)	E	this involves a fixed rate of pay by the hour for a defined and agreed standard of daily performance. Work measurement is used to establish the time standards for each job
7.9	Premium pay		
7.10	Service programs	F	holidays, vacations, personal business leave, military service allowance, jury duty, voting time
		G	social and recreational programs such as parties, picnics, athletic facilities, clubs and dances, wholly or partially financed by the employer
		H	under this system/plan workers are paid a fixed amount for each item produced in an industrial or manufacturing situation, regardless of the time taken to do the work
		I	pension, life insurance



	J to overcome the problems of individual workers who are put together in a team or gang where the flow of the work is such that D depends upon the work of C, C of B and B of A and so on
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(10 × 1)

[10]

QUESTION 8: QUALITY

Quality is the measure of the degree to which a process, product or service conforms to the requirements that have been established for it.

Briefly describe FIVE guidelines that should govern a supervisor's approach to quality.

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

9.1 Decide whether each of the following reasons for an unfair dismissal is 'Substantively unfair' or 'Procedurally unfair'. Write only the answer next to the question number (9.1.1–9.1.5) in the ANSWER BOOK.



9.1.1 The employee was unaware of the nature of his offence.

9.1.2 The sanction imposed on the employee is inconsistent with the treatment of other employees who committed the same or an equal offence.

9.1.3 The dismissed employee was not informed of the rule broken by him/her.

9.1.4 The employee was not given the opportunity to state his/her case.

9.1.5 There is no clear reason for the dismissal of the employee.

(5 × 1)

(5)

9.2 A grievance can be defined as any aspect of the work with which the worker is unhappy or in respect of which he/she feels that he/she is being offended. This grievance is brought to the attention of management.

9.2.1 When does a grievance arise?

(3)

9.2.2 Who initiates a grievance procedure?

(1)

9.2.3 Why must provision be made in terms of grievances?

(1)**[10]****QUESTION 10: LOSS CONTROL**

By preventing or controlling incidents through loss control, the overall safety of people, equipment, material, and the environment is protected.



10.1 Define the term *accident*.

(3)

10.2 What is meant by the term *physical harm*?

(3)

10.3 Which FOUR resources are protected through loss control?

(4)**[10]****TOTAL:****100**