



**higher education
& training**

Department:
Higher Education and Training
REPUBLIC OF SOUTH AFRICA

**NATIONAL CERTIFICATE
SUPERVISORY MANAGEMENT N4**

(4110504)

**24 November 2023 (X-paper)
09:00–12:00**

This question paper consists of 6 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 The main responsibility of a supervisor is to manage a team.

Name the FIVE functions of a managerial position.

(5)

- 1.2 Natural leaders will be confronted with many problems or their symptoms unless they change their leadership style.



Describe FIVE problems that could arise if this transition is not made.

(5)

[10]

QUESTION 2: PLANNING

- 2.1 Complete the following sentences by filling in the missing word or words. Write only the word or words next to the question number (2.1.1–2.1.5) in the ANSWER BOOK.



You intend to draw up plans and programmes for the future. Before you can develop them, you must envisage the (2.1.1 ...) (end results), which are called your goals or objectives. Plans are what come out of the (2.1.2) ... process. Procedures are standardised (2.1.3 ...) and prescribed by management so that proper and consistent forms, sequences and channels are followed. Policies are, in effect, master plans that have been derived from (2.1.4 ...) objectives.

Regulations are special (2.1.5 ...), limits or controls within which employees are free to do the job their way.

(5)

- 2.2 State any FIVE aspects supervisors need to consider when they carry out problem-solving and decision-making systematically.

(5)

[10]

QUESTION 3: ORGANISING

- 3.1 Organising is a key management function. It deals with how a team implements an agreed-upon plan and what resources are needed.



Discuss the importance of organising.

(5)

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

Mention FIVE important requirements supervisors must meet to delegate tasks effectively.

(5)

[10]



QUESTION 4: LEADING

4.1 Communication is the mutual exchange of ideas and interpretations.

Explain FIVE purposes of communication.

(5)

4.2 Complete the following sentences by filling in the missing word or words. Write only the word or words next to the question number (4.2.1–4.2.5) in the ANSWER BOOK.



To improve communication, an effort should be made to create (4.2.1 ...). Use simple (4.2.2 ...) that the audience would use and give explanatory examples. The greater the number of people through whom a message must pass, the (4.2.3 ...) the danger that the message will be distorted. We tend to think with our (4.2.4 ...). The more an idea is used, the better it is (4.2.5 ...) and remembered.

(5)

4.3 Choose a description from COLUMN B that matches a need in COLUMN A. Write only the letter (A–E) next to the question number (4.3.1–4.3.5) in the ANSWER BOOK.

COLUMN A		COLUMN B	
4.3.1	Physical or survival needs	A	individual whose physical needs and need for security, belonging and love are satisfied, becomes concerned with the need for self-respect and respect from others
4.3.2	Security and safety needs	B	once our most important physical needs are satisfied, we want to feel comfortable and safe
4.3.3	Social needs	C	as long as the needs upon which someone's health depends are not satisfied, this person will show little interest in the other four types of needs
4.3.4	Ego/esteem needs	D	aimed at self-fulfilment; the desire to become one's best self; the full realisation one's capabilities
4.3.5	Self-realisation needs	E	also known as the belonging and love needs. We start to desire acceptance and friendship

(15 × 1)



(5)

[15]

QUESTION 5: CONTROL

5.1 The purpose of control is to ensure efficiency throughout an organisation.

Discuss SIX basic purposes of controlling employees.

(6)

5.2 The controlling process consists of four sequential steps.

State the FOUR steps in the correct order.

(4)

[10]

**QUESTION 6: TRAINING**

6.1 Explain the supervisor's role and responsibility in the orientation of a newly appointed employee.

(5)

6.2 Discuss FIVE advantages of on-the-job training.

(5)

[10]

QUESTION 7: FINANCIAL COMPENSATION

7.1 Bonus schemes act as incentives to motivate workers for work done.

Name FIVE characteristics of a successful bonus scheme.

(5)

7.2 State FIVE fringe benefits that employees receive besides monetary payments.

(5)

[10]



QUESTION 8: QUALITY CONTROL

The following statements refer to quality. Choose a description from COLUMN B that matches a statement 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	It is a measure of the degree to which a process, product or...	A	defective goods in the first place
8.2	The cost incurred to prevent poor workmanship or ...	B	ensure that employees get a copy to guide them
8.3	Search continually for problems or ...	C	service conforms to the requirements established for it
8.4	Mistakes employees make are blamed on ...	D	seek ways to improve the system
8.5	Put specifications in writing and ...	E	management instead of employee inadequacies

(5 × 1)

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

9.1 Explain the purpose of a disciplinary enquiry.

(5)

9.2 Management must be aware of workers who have grievances or can develop grievances.



Discuss the purpose of a grievance procedure.

(5)

[10]**QUESTION 10: LOSS CONTROL**

10.1 Industrial housekeeping means a place for everything and everything in its place all the time.



Discuss FIVE positive effects of good housekeeping on staff.

(5)

10.2 Explain the difference between *unsafe actions* and *unsafe conditions*.

(2)

10.3 Explain THREE of NOSA's main tasks.

(3)

[10]**TOTAL:****100**