



higher education & training

Department:
Higher Education and Training
REPUBLIC OF SOUTH AFRICA

MARKING GUIDELINE

NATIONAL CERTIFICATE
APRIL EXAMINATION
SUPERVISORY MANAGEMENT N4
10 APRIL 2013

This marking guideline consists of 7 pages.

QUESTION 1

- 1.1 True
- 1.2 False
- 1.3 True
- 1.4 True
- 1.5 True
- 1.6 False
- 1.7 False
- 1.8 True
- 1.9 False
- 1.10 True
- 1.11 False
- 1.12 True
- 1.13 False
- 1.14 True
- 1.15 True
- 1.16 True
- 1.17 True
- 1.18 False
- 1.19 False
- 1.20 True

(20 × 1) [20]

QUESTION 2: INTRODUCTION TO SUPERVISION

- 2.1
- Own immediate supervisor
 - Subordinates
 - Colleagues
 - Specialists
 - Trade union representatives
- (4)
- 2.2
- Planning
 - Organising
 - Staffing
 - Activating/directing
 - Controlling
- (4)
[8]

QUESTION 3: PLANNING

- influence of present choice
 - positive action
 - concurrent action
 - planning stability
 - coordinated planning
 - integrated planning
 - continuous planning
 - resistance to change
 - critical minority
- [8]

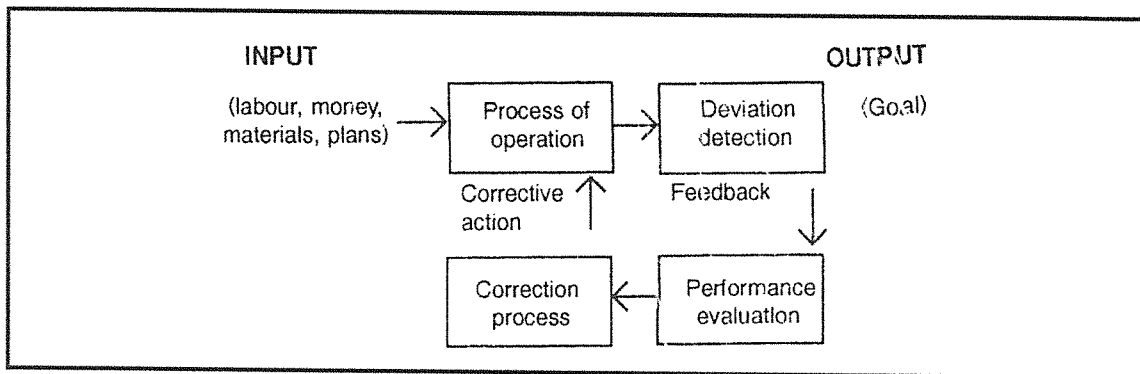
QUESTION 4: ORGANISING

- define the objectives
 - determine and define responsibility, authority and accountability
 - motivate subordinates
 - clarify performance standards
 - use the doctrine of completed work
 - provide training and retraining
 - determine suitable controls
- [8]

QUESTION 5: LEADING

- 5.1
- Purposeful and effective planning depends on effective decision-making.
 - Decisions are made by all people at all levels of society but we are dealing here with decision-making to achieve the aims of the organisation.
 - A primary fact that determines the success of a leader is the timing and quality of his/her decisions.
 - Problem-solving and decision-making are so interrelated that they are really part of the same process. Most decisions are made to solve problems which require decisions to adopt solutions. In many ways problem-solving is decision-making.
- (4)
- 5.2
- Know what you want to say.
 - Know your audience.
 - Gain favourable attention.
 - Promote understanding.
 - Ensure retention and reproduction.
 - Encourage feedback.
 - Emphasise application.
- (4)
- 5.3
- | | | |
|-------|--------------|--|
| 5.3.1 | maintenance | |
| 5.3.2 | external | |
| 5.3.3 | achievements | |
| 5.3.4 | satisfiers | |
- (4)
[12]

QUESTION 6: CONTROLLING



Simple feedback

[8]

QUESTION 7: LABOUR RELATIONS

- 7.1 Disciplinary procedure (1)
- 7.2
- Ensure that all relevant persons are present or readily available.
 - Ensure that the accused has been positively identified.
 - Explain the procedure to the accused.
 - Explain the rights of the accused to him/her and his/her representative.
 - Ensure that the nature of the alleged offence and any written statements describing the events of the offence are made known to those present.
 - Hear evidence in an orderly manner.
 - Ensure that the accused understands all the evidence as interpreted.
 - Summarise evidence to ensure adequate comprehension by all concerned.
 - Allow the accused or his/her representative to ask questions of clarification to any witness.
 - Allow the accused should he/she wish to call his/her own witnesses or to make a formal statement.
 - Allow the employee's representative to introduce any evidence on behalf of the employee.
 - Give the opportunity at any point during the proceedings to the employee and his/her representative to leave the enquiry to discuss the evidence presented.
 - If the accused admits guilt, hear any pleas of mitigation before closing the enquiry.
- (Any 7 × 1) (7)
[8]

QUESTION 8: TRAINING

- 8.1
- Informal way
 - Formal way
- (2)
- 8.2
- Low productivity
 - High costs
 - Poor material control
 - Excessive scrap and waste
 - Excessive grievances
 - Excessive violation of rules of conduct, poor discipline
 - High employee turnover
 - Delayed production, schedules not met
 - High accident rate
 - Excessive overtime
- (Any 6 × 1) (6)
[8]

QUESTION 9: FINANCIAL COMPENSATION

- **To recruit people to the firm**
- Firms must be reasonably competitive in their rates to entice job applicants.
- **To control payroll costs**
- Supervisors are not allowed to pay employees above the job rate.
- **To satisfy people: To reduce quitting, grievances, and friction over pay**
- The salary must be fair and favouritism and discrimination should not play any part in the allocation of money.
- **To motivate people to superior performance**
- Those who produce more should be paid more.

[8]

QUESTION 10: INDUSTRIAL HOUSEKEEPING

10.1 10.1.1 98%

10.1.2 88%

10.1.3 10%

10.1.4 2%

(4)

- 10.2
- **Engineering revision**
 - Improvements to guarding, work environment and work processes and procedures
 - **Education and training**
 - Proper job instruction techniques used to improve skills
 - Training in safe work practices and procedures to change or re-inforce attitudes
 - General safety education
 - **Employment practices**
 - Selection of personnel to meet physical and mental demands
 - Retrain those who are moved from one job to another
 - Select and train personnel to perform new jobs
 - **Example setting**
 - Always set a good example for all to see by obeying safety rules
 - **Enthusiasm**
 - Leading in an enthusiastic way
 - Acknowledging safety achievements
 - **Enforcement**
 - Discipline those who break safety rules

(4)

[8]

QUESTION 11: QUALITY CONTROL

- Sell the importance of quality to the workers
- From day one stress quality as well as output
- Emphasise that quality and quantity go hand in hand
- Be specific as to what kind of work is acceptable
- Explain reason behind product or service quality limitations
- Show them the little tricks of the trade

[4]

TOTAL: 100