



higher education & training

Department:
Higher Education and Training
REPUBLIC OF SOUTH AFRICA

**T1520(E)(A9)T
APRIL EXAMINATION
NATIONAL CERTIFICATE
SUPERVISORY MANAGEMENT N4**

(4110504)

**9 April 2014 (Y-Paper)
13:00–16:00**

This question paper consists of 7 pages.

**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. Start each question on a NEW page.
 3. Read ALL the questions carefully and answer only what is asked.
 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: THE SUPERVISOR

- 1.1 Mental and physical effort are used to convert natural resources and materials to real wealth with the aid of tools and machines. Technical work is applied directly to those resources.

Draw a diagram which illustrates the way in which most supervisors manage their time. (5)

- 1.2 The management leader in a company distinguishes between decisions that he/she must make himself/herself and aspects over which his/her subordinates can make decisions. He/she creates a climate in which delegation is purposefully applied in order to get the work done. The necessary authority and responsibility to make decisions are delegated to the level where the work, which is affected by the decision, is done.

1.2.1 What type of leader is the above person? (1)

1.2.2 State FOUR other characteristics that the type of leader, mentioned in QUESTION 1.2.1, would typically display. (4)

[10]

QUESTION 2: PLANNING

- 2.1 According to Allen (1964:122) the definition of a goal is the starting point of management activity. A supervisor wanting to manage effectively must have clearly defined goals.

State FIVE guidelines that you would apply to goals that you set as supervisor. (5)

- 2.2 A standard is a specific performance goal that a product, a service, a machine, an individual or an organisation is expected to meet, in other words, the criteria by which work and results are evaluated.

State FIVE requirements of a standard. (5)

[10]

QUESTION 3: ORGANISING

- 3.1 An organisation could be simply described as a specific structure or framework, which makes provision for the pursuit of certain common goals by people who find themselves in a relative position to one another.

Give FIVE characteristics of organising. (5)

- 3.2 Name TWO major characteristics of a formal organisation. (2)

- 3.3 Work which you give to your subordinates must, as far as possible, be relevant to their abilities, training and interest. Therefore, give work to the person who, at a given moment, is the best qualified for it.

The quality of work will be much better if it falls within the abilities of the subordinate, if he/she had the necessary training to do it and if he/she is interested in what he/she has to do.

State THREE beneficial situations ensured by specialisation.

(3)
[10]

QUESTION 4: LEADING

- 4.1 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 interrelated and part of the same process.

Most decisions are made to solve problems and as most problems have a host of possible solutions, a decision has to be taken as to which solution to adopt. In many ways problem solving is decision making.

- 4.1.1 Describe what is a *problem*. (2)
- 4.1.2 What causes a problem? (1)
- 4.1.3 Describe how to recognise a problem. (2)

- 4.2 Complete the following sentences by writing only the missing word next to the question number (4.2.1–4.2.5) in the ANSWER BOOK.

- 4.2.1 Communication begins with the ...
- 4.2.2 The information is transmitted over a ...
- 4.2.3 Verbal communication may be ... or oral.
- 4.2.4 Non-verbal communication may be made by ... expressions, body language, eye contact, gestures and appearance.
- 4.2.5 To accomplish improved communication, an effort should be made to create ...

(5 x 1) (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 Once the human being's most important physical needs are satisfied to at least a minimum and continuing degree, this is the next type of needs that become dominant.
4.3.2 Safety and security needs	B These needs are also known as the belonging and love needs.
4.3.3 Social needs	C As long as needs upon which health depends are unsatisfied, a person shows little interest in the other four types of needs.
4.3.4 Ego or esteem needs	D These needs are aimed at self-fulfilment, the desire to become one's best self, to realise one's capabilities to the fullest.
4.3.5 Self-realisation needs	E The individual, whose physical needs, security and belonging and love needs are satisfied, becomes concerned with the needs for self-respect and respect from others.

(5 x 1)

(5)
[15]

QUESTION 5: CONTROLLING

- 5.1 Describe the basic purpose of controlling. (8)
- 5.2 What is meant by '*the principle of the critical few*'? (2)

[10]

QUESTION 6: TRAINING

Complete the following sentences by writing only the missing word(s) next to the question number (6.1–6.10) in the ANSWER BOOK.

According to Bittel (1990:219), there are two major ways to identify (6.1) ... needs, which are gaps between (6.2) ... and actual performance.

These two ways of training, (6.3) ... and (6.4) ..., are both potentially useful.

Informally you should be alert for the following conditions:

- Too much (6.5) ...
- Below-standard (6.6) ... rates
- Out-of-line (6.7) ... costs
- A high (6.8) ... rate
- Excessive (6.9) ... and even a general state of poor (6.10) ...

(10 x 1) [10]

QUESTION 7: FINANCIAL COMPENSATION

The following are examples of kinds of benefits and services commonly found in organisations: pension, life insurance, hospitalisation, etc.

Give TEN reasons why a company would adopt benefit and service programs.

[10]

QUESTION 8: QUALITY CONTROL

Quality is the measure of the degree to which a process, product or service conforms to the requirements that have been established for it. It is expected of supervisors to ensure that mistakes are not made in the first place.

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

[5]

QUESTION 9: GRIEVANCE PROCEDURE AND DISCIPLINARY CODE

- 9.1 Any organisation has a number of workers who perform a variety of tasks and who work under many different circumstances. Consequently it is difficult to satisfy all workers in such circumstances or to keep them satisfied. Management must therefore be mindful of this and be prepared for workers who have grievances or who can develop grievances.

Explain what is meant by a *grievance procedure*.

(6)

- 9.2 Without the maintenance of proper discipline, good personnel management and the most favourable utilisation of personnel, productivity is just not possible.

State FOUR basic methods of disciplinary action that an enterprise may apply.

(4)
[10]

QUESTION 10: LOSS CONTROL AND INDUSTRIAL HOUSEKEEPING

The following situations are caused either by the employer or the worker. Write only 'Employer' or 'Worker' next to the question number (10.1–10.10) in the ANSWER BOOK.

- 10.1 Working at unsafe speeds
- 10.2 Working without authority
- 10.3 Unsafe construction
- 10.4 Failure to secure machinery and materials
- 10.5 Rendering safety devices inoperative
- 10.6 Unsafe lighting
- 10.7 Arranging or placing objects unsafely
- 10.8 Fooling, teasing, abusing workmates
- 10.9 Lack of machine and other safety guards
- 10.10 Using equipment unsafely or using limbs instead of equipment supplied
- (10 x 1) [10]
- TOTAL: 100**