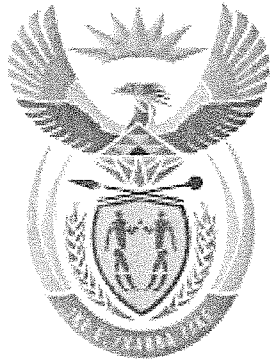
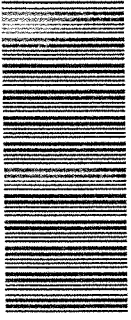


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# higher education & training

Department:  
Higher Education and Training  
REPUBLIC OF SOUTH AFRICA

T1550(E)(A15)T  
APRIL EXAMINATION

NATIONAL CERTIFICATE

**SUPERVISORY MANAGEMENT N4**

(4110504)

15 April 2015 (Y-Paper)  
13:00–16:00

Calculators may NOT be used.

This question paper consists of 9 pages.

**DEPARTMENT OF HIGHER EDUCATION AND TRAINING  
REPUBLIC OF SOUTH AFRICA  
NATIONAL CERTIFICATE  
SUPERVISORY MANAGEMENT N4  
TIME: 3 HOURS  
MARKS: 100**

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**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. Start each question on a NEW page.
  5. Keep subsections of questions together.
  6. Write neatly and legibly.
-

**QUESTION 1: THE SUPERVISOR**

- 1.1 Supervisors perform exactly the same functions as all the other managers in their organisation up to and including the chief executive. Each specific task, every responsibility, all the various roles that supervisors are called on to perform are carried out by the management process.

Briefly describe the FIVE broad functions of the management process which are repeated daily, weekly and yearly.

(5)

- 1.2 The job of supervision is so demanding that higher management tends to look for super people to fill these roles. Most firms establish their own set of criteria against which supervisory candidates are judged.

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

(5)

**[10]****QUESTION 2: PLANNING**

- 2.1 Complete the following sentences by writing down the missing word(s) next to the question number (2.1.1–2.1.6) in the ANSWER BOOK.

Plans come from the (2.1.1 ...) process.

Before you can develop plans, you must set (2.1.2 ...).

Policies are master plans that have been derived from (2.1.3 ...) objectives.

Procedures are standardised (2.1.4 ...) prescribed by management, for proper and consistent forms, sequence and channels to be followed.

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

Strategies are the determination of the basic long-term goals and objectives of a/an (2.1.6 ...) and include the adoption of courses (or general programmes) of action and the allocation of resources necessary to carry out these goals.

(6 × 1)

(6)

- 2.2 Decision-making is regarded by many researchers as the most important of the management actions.

Briefly describe in approximately 25 words what is involved in decision-making.

(4)

**[10]**

**QUESTION 3: ORGANISING**

- 3.1 Choose a description from COLUMN B that matches an option in COLUMN A. Write only the letter (A–E) next to the question number (3.1.1–3.1.5) in the ANSWER BOOK.

COLUMN A		COLUMN B
3.1.1	The principle of span of control	A a task should not be delegated to a person who is unwilling or not qualified to complete it successfully  B one can only delegate confidently if the person to whom one delegates, can do the work. There should be certain guidelines for delegation, like clearly-formulated goals, understanding of what is expected
3.1.2	The principle of willingness and proficiency	
3.1.3	The principle of unity of command	
3.1.4	The principle of corresponding authority	
3.1.5	The principle of accountability	
		C individuals and not groups are accountable for the results. Errors can be pinpointed quickly for corrective steps
		D the authority given to a person should be related to the responsibility delegated to him/her
		E if a person is responsible to or has to report back to more than one person, confusion arises

(5 × 1) (5)

- 3.2 3.2.1 What should a supervisor delegate? (2)
- 3.2.2 What should a supervisor not delegate? (3)

**[10]**

**QUESTION 4: LEADING**

- 4.1 Purposeful and effective planning depends on effective decision making to achieve the aims of the organisation.  
Discuss the relationship between problem solving and decision making. (5)
- 4.2 Describe the principle of the power of emotion regarding communication. (3)
- 4.3 Describe the principle of application concerning communication. (3)
- 4.4 While it is necessary to get hygiene/maintenance factors right, 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 division? (4)
- [15]**

**QUESTION 5: CONTROLLING**

- 5.1 Indicate whether the following situations refer to DIRECT CONTROL or INDIRECT CONTROL. Choose the answer and write only 'direct' or 'indirect' next to the question number (5.1.1–5.1.7) in the ANSWER BOOK.
- 5.1.1 Control is exercised by means of oral or written reports.
- 5.1.2 The actual situation is observed and evaluated and can be corrected at once.
- 5.1.3 Much paperwork is reduced in this way, but it is not always possible, due to limited time.
- 5.1.4 With this way of exercising control, staff feels that they are trusted and time is better utilised.
- 5.1.5 Control by inspection may cause staff to feel that they are not trusted.
- 5.1.6 The staff can also try to correct their own mistakes instead of waiting to be told how to correct a mistake.
- 5.1.7 This is achieved by means of personal discussions and observations.
- (7 × 1) (7)

- 5.2 State THREE positive approaches that a supervisor can use to minimise the negative aspects of control, or to reduce employee resistance to control.

(3 × 1)

(3)  
[10]**QUESTION 6: TRAINING**

- 6.1 Draw a diagram that illustrates the FOUR keystones of systematic and structured job instruction.

(6)

- 6.2 A conference is a meeting of a small group (15–20 persons) in which the leader seeks to develop knowledge and understanding by obtaining a considerable amount of oral participation from trainees or students. Learning is facilitated through building upon the ideas contributed by the conferees.

Briefly describe TWO requirements for such a successful conference.

(4)  
[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 (7.1.1–7.1.10) in the ANSWER BOOK.

COLUMN A		COLUMN B	
7.1	Measured day work	A	we can now not only fix a rate per piece, but also an acceptable rate of production. This acceptable rate is called the standard time and attracts a base rate payment
7.2	Piecework	B	in any event, dividends are paid on the shares: the employee is now a shareholder and has a stake in the company's future
7.3	Standard time plan	C	this involves a fixed rate of payment by the hour for a defined and agreed standard of daily performance. Work measurement is used to establish the time standards for each job
7.4	Profit sharing	D	whatever bonus scheme is chosen, its two major aims should be to act as an incentive to increase effort (that is a motivator) and as a reward for the amount of work done
7.5	Bonus schemes	E	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
7.6	Group pieceworker/bonus schemes	F	to overcome the problems of individual workers who are put together in a team where the flow of the work is such that D's work depends upon the work of C, C of B, B of A and so on
7.7	Employee security schemes (financial protection against certain risks)	G	social and recreational programs, such as parties, picnics, sports facilities, et cetera are wholly or partially financed by the employer
7.8	Paid leave	H	overtime, weekend and holiday work, shift differentials
7.9	Premium payment	I	holidays, vacations, personal business leave, military service allowance, et cetera
7.10	Service programs	J	pension, life insurance, medical and surgical payments

(10 × 1)

[10]

**QUESTION 8: QUALITY CONTROL**

A colleague asks your advice for the reasons why the workers in his division make so many mistakes.

State FIVE possible causes that he should investigate.

**[5]****QUESTION 9: GRIEVANCES AND DISCIPLINARY CODE**

9.1 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 notice of management.

9.1.1 When does a grievance arise? (3)

9.1.2 Who initiates a grievance procedure? (1)

9.1.3 What provision must be made in terms of grievances? (1)

9.2 State which of the following situations would be regarded as substantively unfair or procedurally unfair reasons for an unfair dismissal. Choose the answer and write only 'substantively unfair' or 'procedurally unfair' next to the question number (9.2.1–9.2.5) in the ANSWER BOOK.

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

9.2.2 The employee was unaware of the nature of his/her offence.

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

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

9.2.5 The employee was not given the opportunity to state his/her case. (5 × 1)

**(5)  
[10]**



**QUESTION 10: LOSS CONTROL AND INDUSTRIAL HOUSEKEEPING**

By preventing or controlling incidents through loss-control, we protect the overall safety of people, equipment, material and the environment.

- |      |                                                          |                   |
|------|----------------------------------------------------------|-------------------|
| 10.1 | Define the term <i>accident</i> .                        | (3)               |
| 10.2 | What is meant by the term <i>physical harm</i> ?         | (3)               |
| 10.3 | Which FOUR resources are protected through loss control? | (4)               |
|      |                                                          | <b>[10]</b>       |
|      |                                                          | <b>TOTAL: 100</b> |